



J.R.D. TATA

THE QUIET CONQUEROR

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J.R.D. TATA

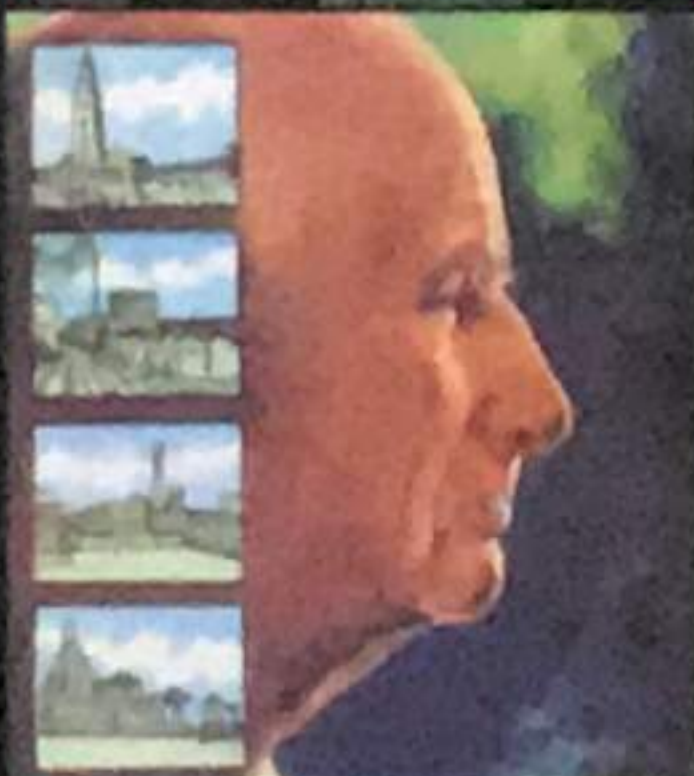
A reputed national airline, world-renowned scientific and medical institutions, an industrial empire catering to a nation's needs from tea to trucks and from cosmetics to common salt – how did he achieve so much? With hard work, humility and value for tradition, but also with an overwhelming desire for progress. Moreover, his spirit of adventure soared higher than the planes he so skilfully piloted.

OTHER ACK VISIONARIES:

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JAWAHARLAL NEHRU



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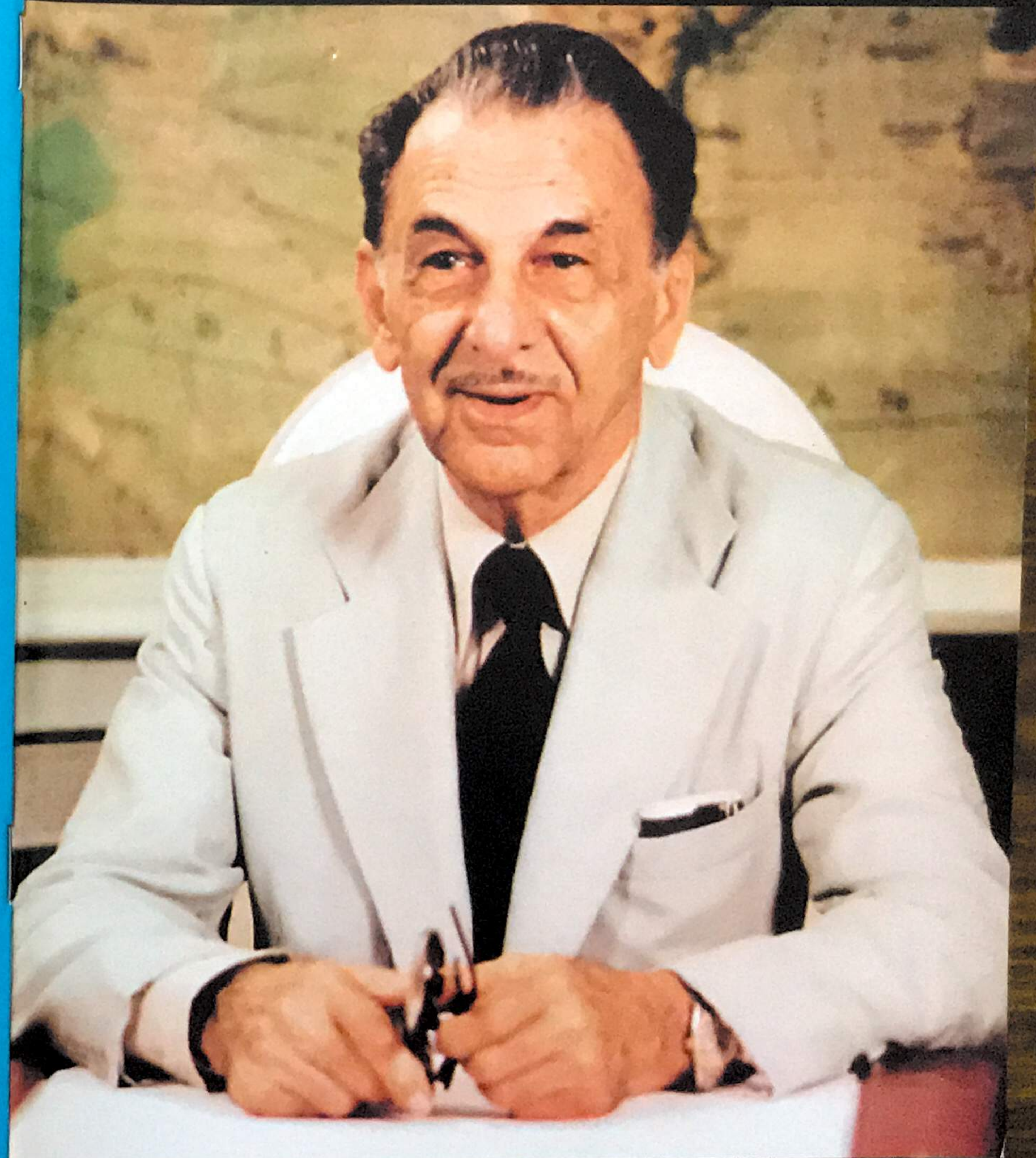
"Amar Chitra Kathas are a glorious tribute to India's rich cultural heritage. These books have been an integral part of my children's early years, as they have been for many other families across India. Comics are a great way of reaching out to children, inculcating reading habits and driving their quest to learn more about our roots."

- NARAYAN MURTHY, CHIEF MENTOR, INFOSYS

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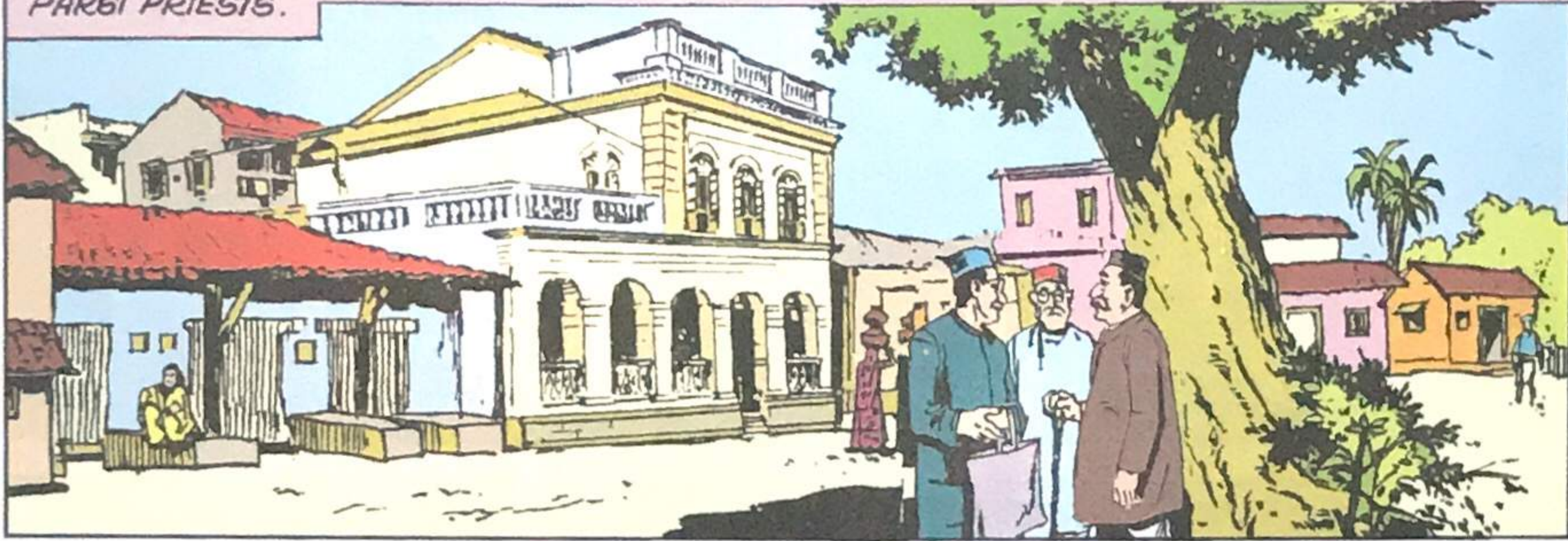


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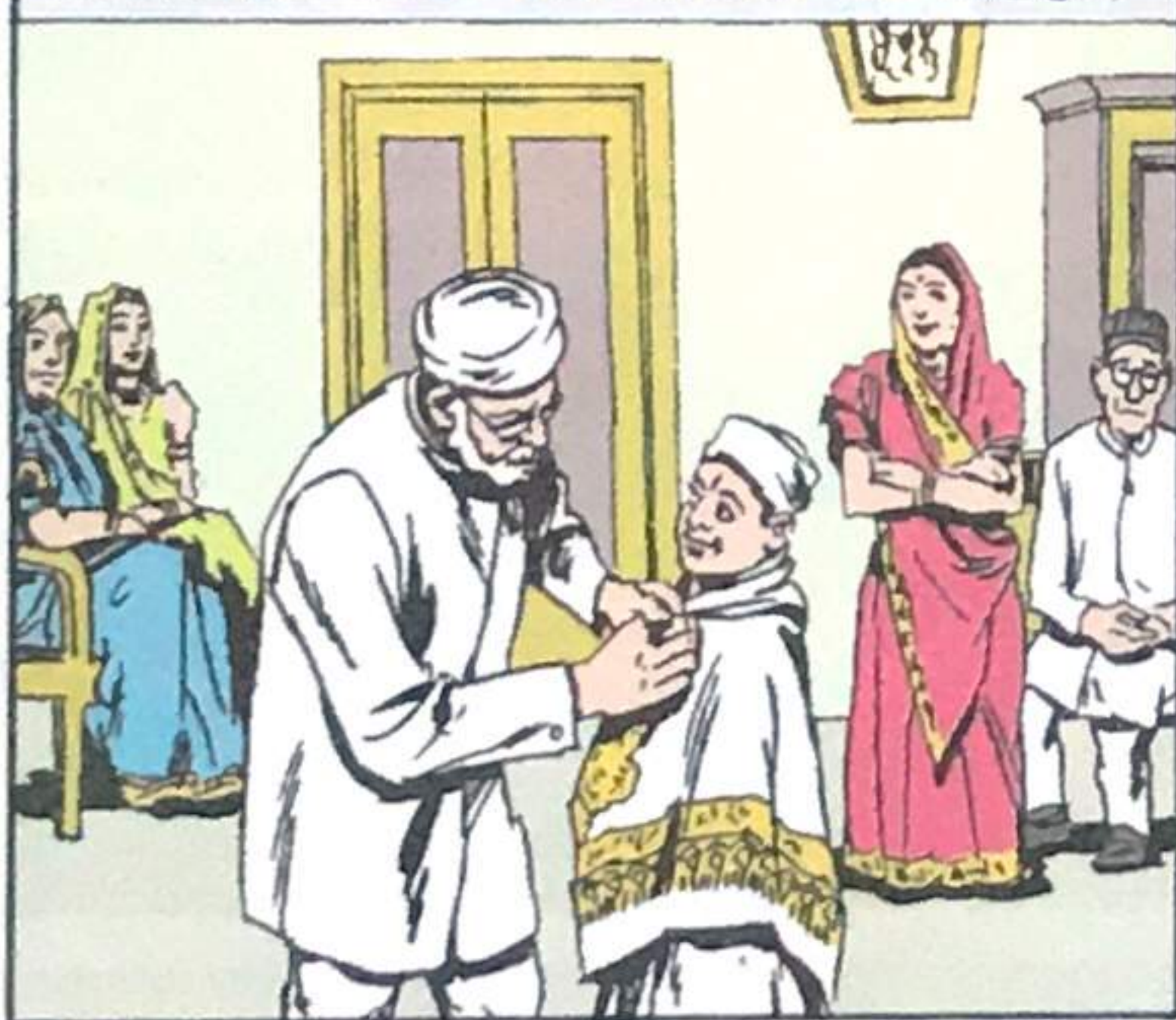


J.R.D. TATA THE QUIET CONQUEROR

THE YEAR, 1839. THE PLACE, NAVSARI, THE CENTRE OF LEARNING, TRADITION AND FAITH FOR THE FOLLOWERS OF ZARATHUSHTRA. JAMSETJI NUSSERWANJI TATA WAS BORN IN A FAMILY OF PARSI PRIESTS.



AS SOON AS HE CAME OF AGE, JAMSETJI WAS ORDAINED A PRIEST.



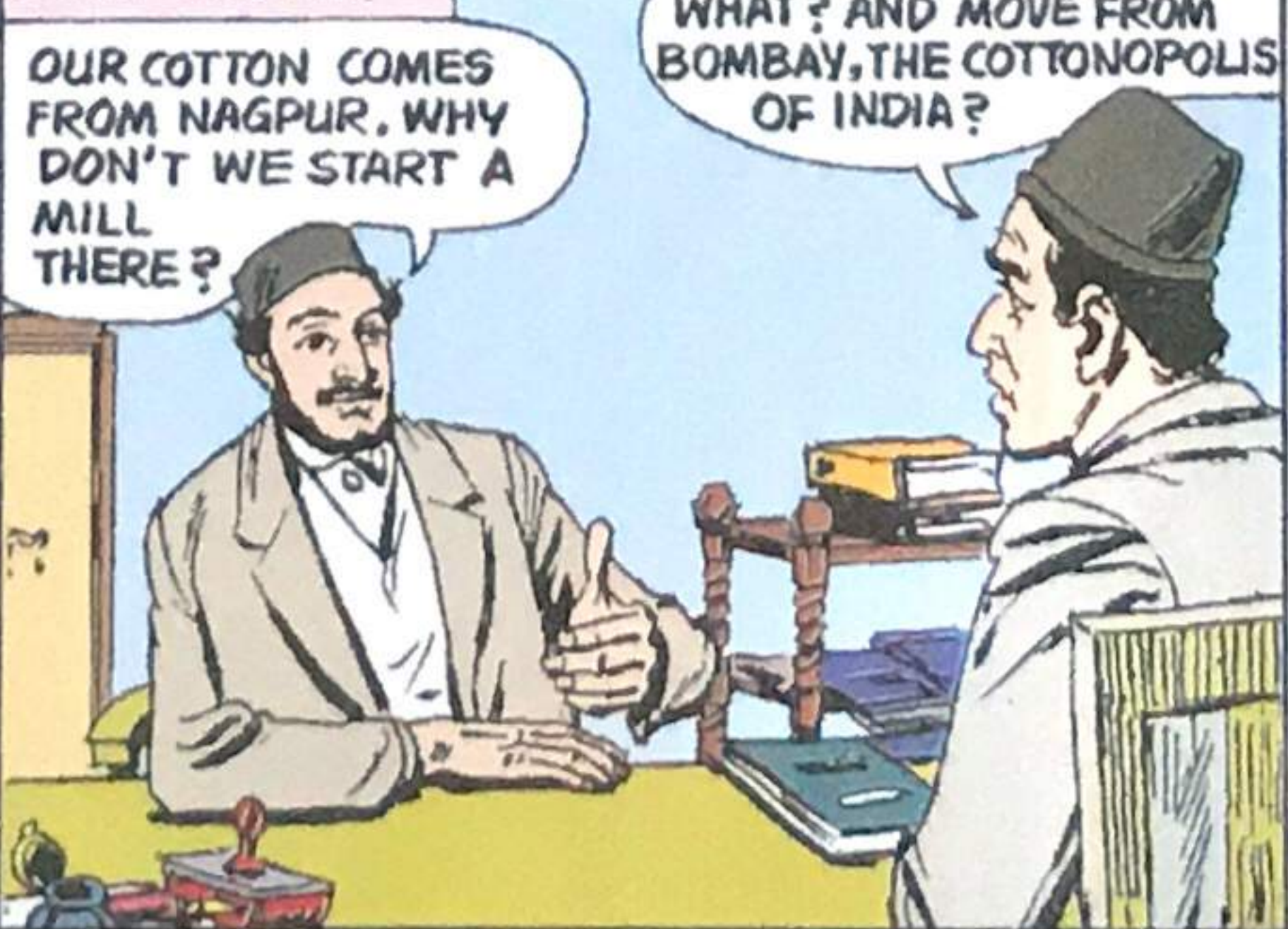
AT THE AGE OF 14, JAMSETJI CAME TO BOMBAY, JOINED ELPHINSTONE COLLEGE AND GRADUATED AS A 'GREEN SCHOLAR'.



BY THE AGE OF 29, JAMSETJI BEGAN HIS TRADING WITH A PRIVATE FIRM. HIS PIONEERING SPIRIT LED TO A CAREER IN TEXTILES.



HE DID BELIEVE. SO WITHIN TWO YEARS, IT WAS RUNNING VERY PROFITABLY. IT WAS TIME TO PLAN AHEAD.



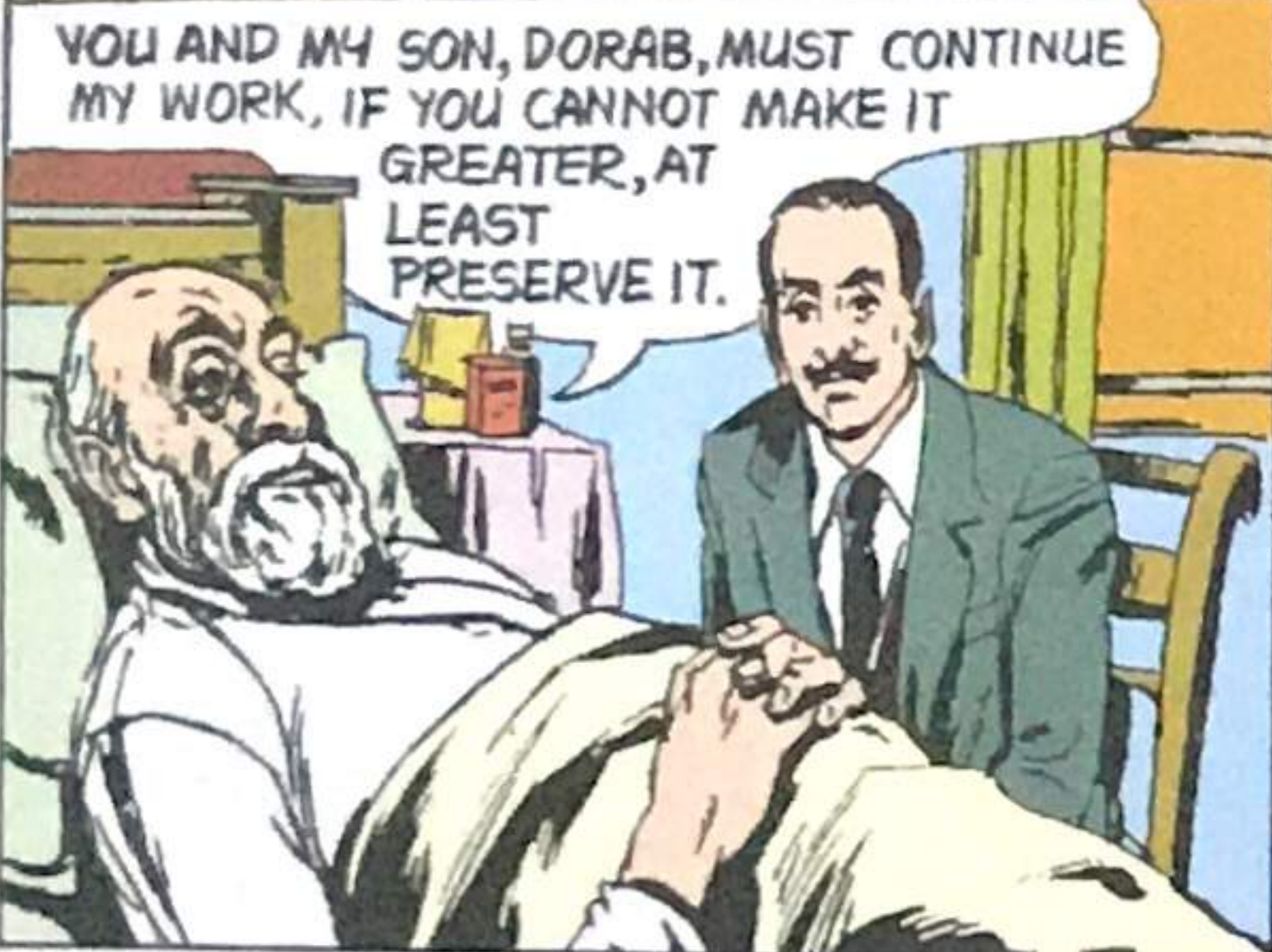
BUT JAMSETJI WAS A MAN OF VISION AND ENTERPRISE. ON JANUARY 1, 1877 (THE DAY QUEEN VICTORIA WAS FORMALLY PROCLAIMED EMPRESS OF INDIA) THE EMPRESS MILLS WERE INAUGURATED AT NAGPUR.



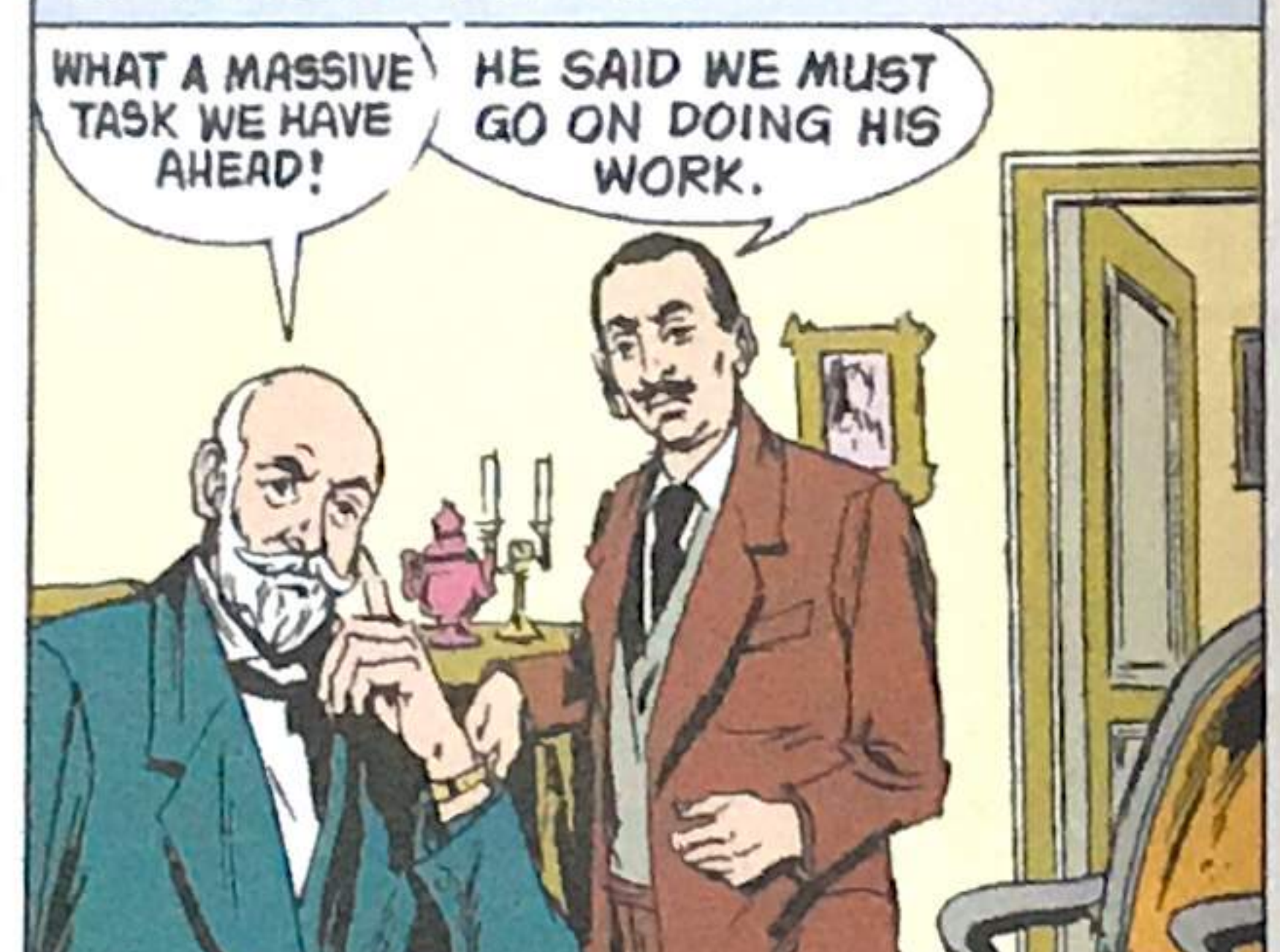
EAGER TO USHER INDIA INTO THE AGE OF INDUSTRIALISATION, JAMSETJI CONCEIVED OF THE FIRST STEEL PLANT, THE FIRST HYDRO-ELECTRIC PROJECT AND A UNIVERSITY OF SCIENCE. IN 1887 HE SET UP TATA AND SONS.



BUT SOME OF HIS DREAMS WERE NOT FULFILLED WHEN IN 1904, AT BAD NAUHEIM IN GERMANY, HE FELL SERIOUSLY ILL. AT HIS BEDSIDE WAS HIS COUSIN, RATANJI DADABHOY OR R.D.



JAMSETJI DIED ON MAY 19, 1904. R.D. WAS AT HIS BEDSIDE BUT AGREED TO WORK TO FULFIL THE WISHES OF J.N. TATA.



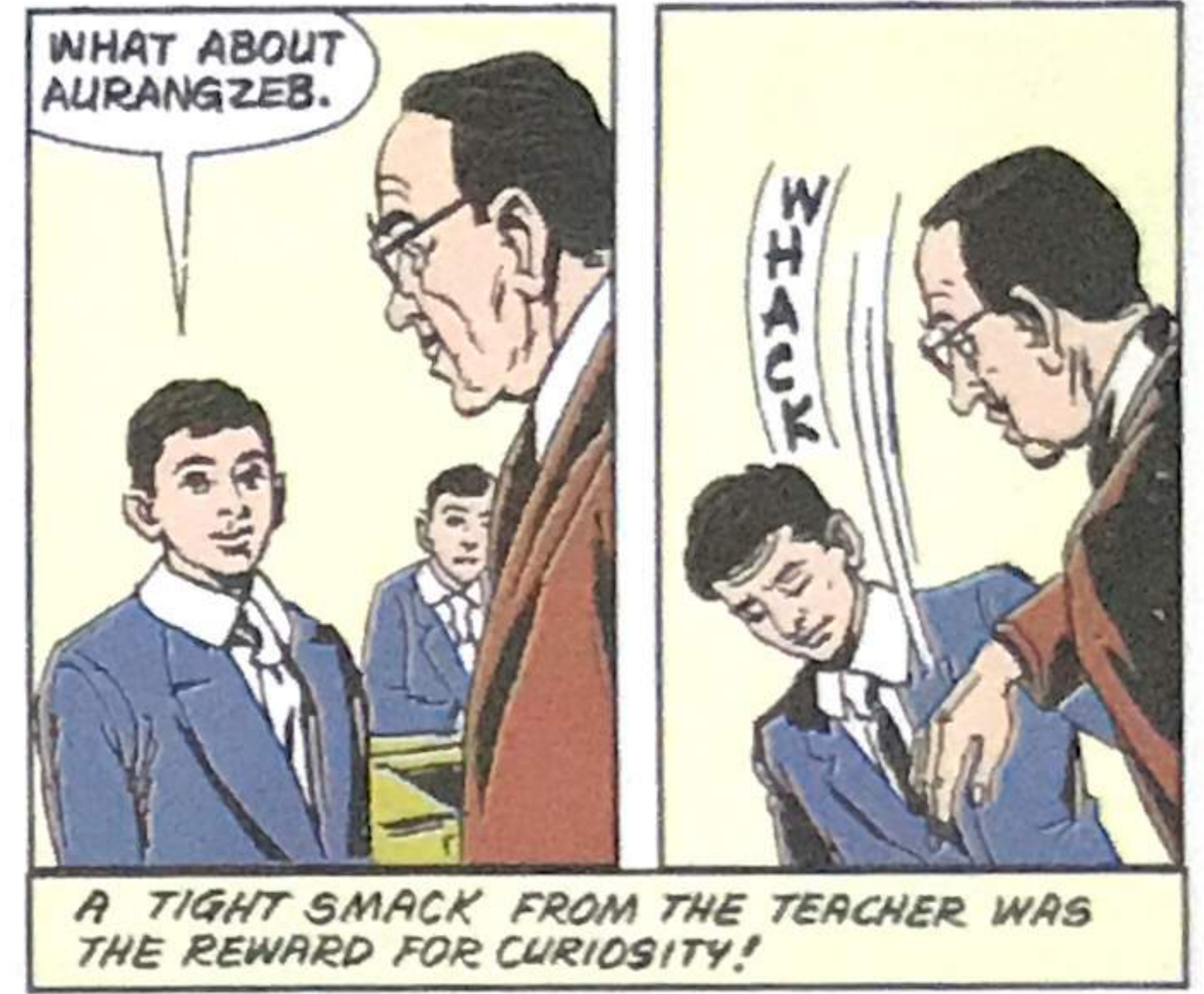
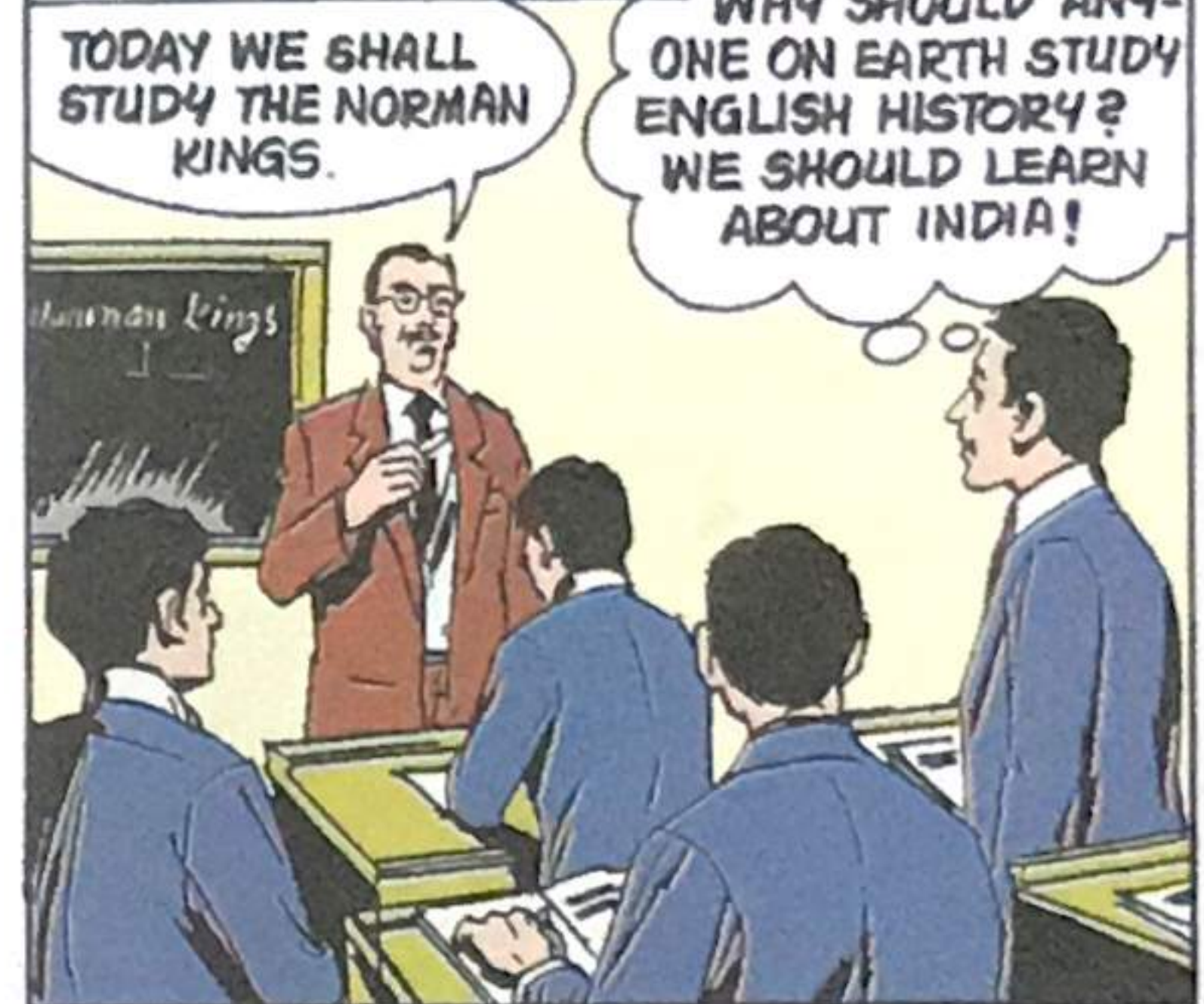
SEVENTY ONE DAYS LATER, IN PARIS WAS BORN TO R.D. AND HIS LOVELY FRENCH WIFE SOONI, A SECOND CHILD, A SON.



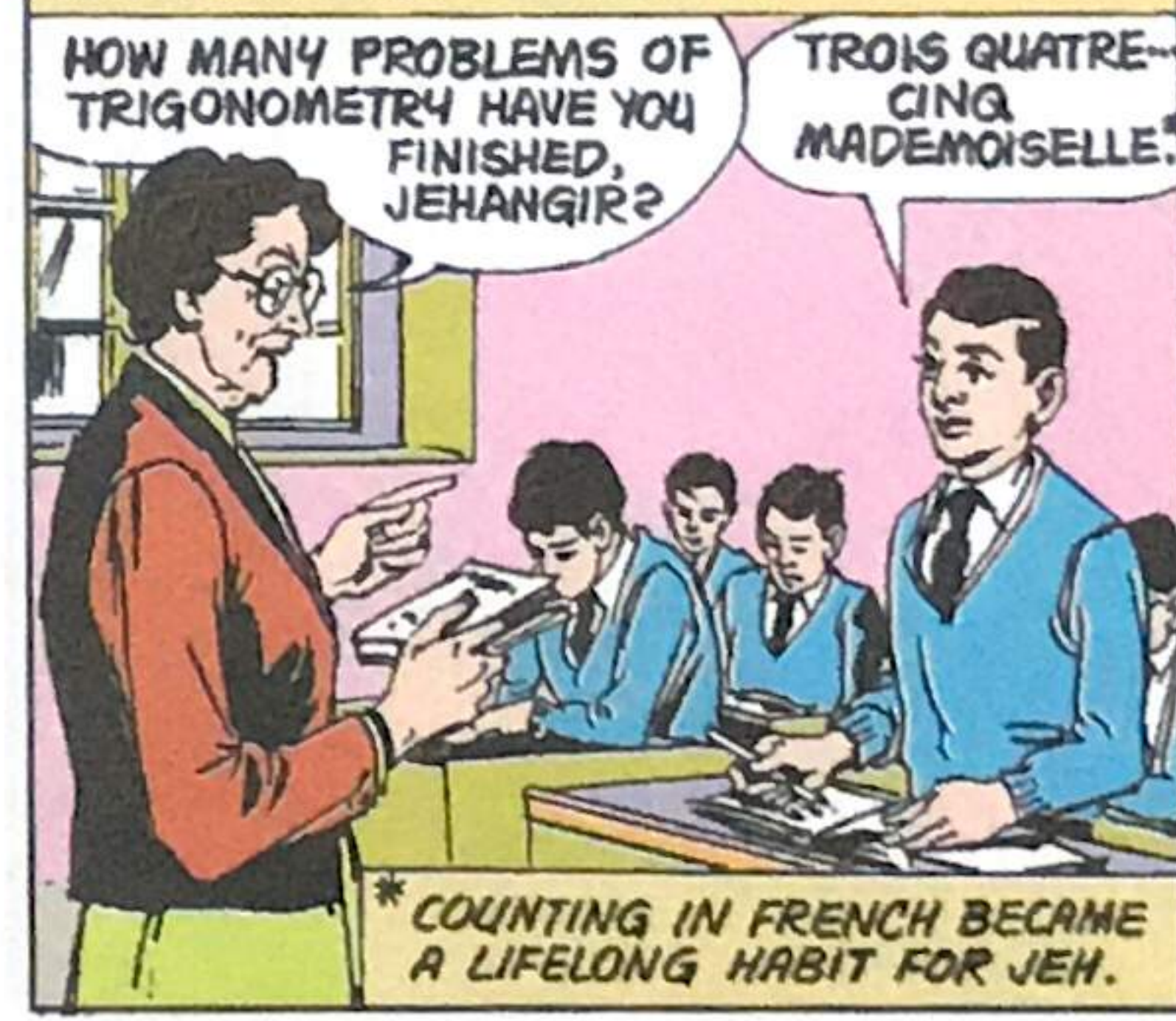
JEHANGIR DURING HIS CHILDHOOD KEPT SHUTTling BETWEEN MUMBAI AND PARIS WITH HIS FAMILY.



BESIDES THE LANGUAGE HURDLE, THE SYLLABUS BORED HIM.



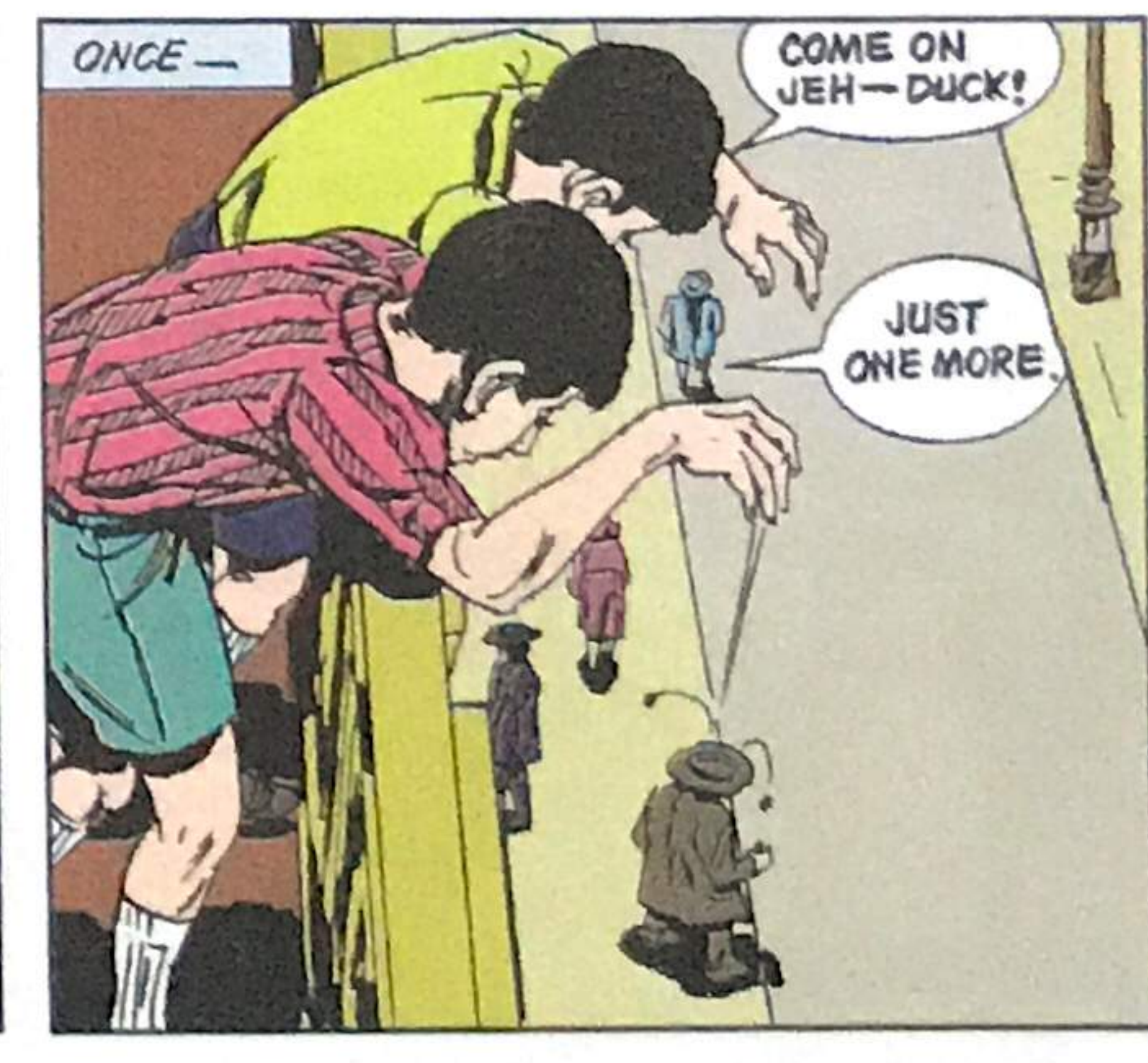
THE SCHOOL, JANSON DE SAILLY, AT PARIS WAS MUCH MORE EXCITING.

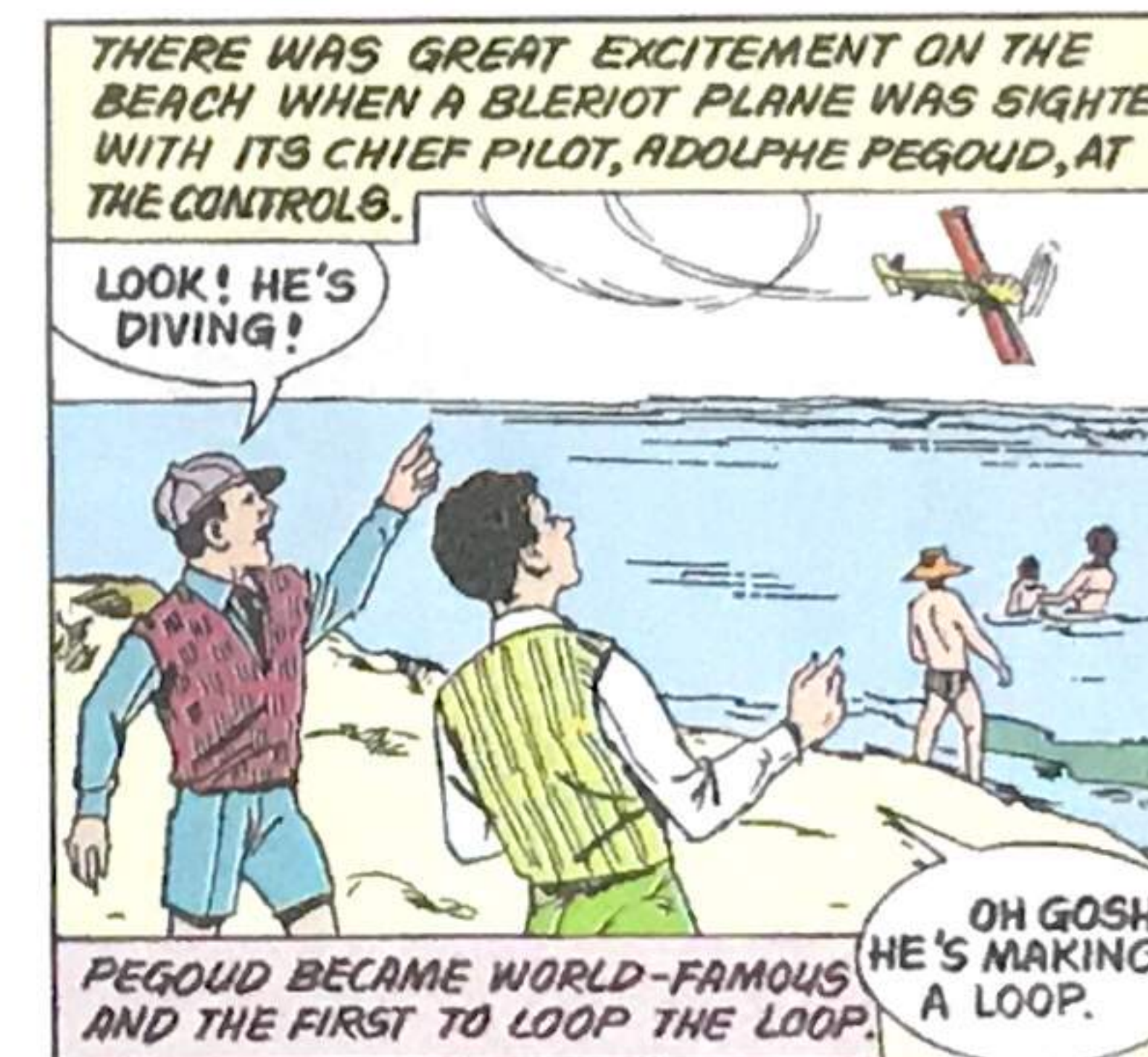
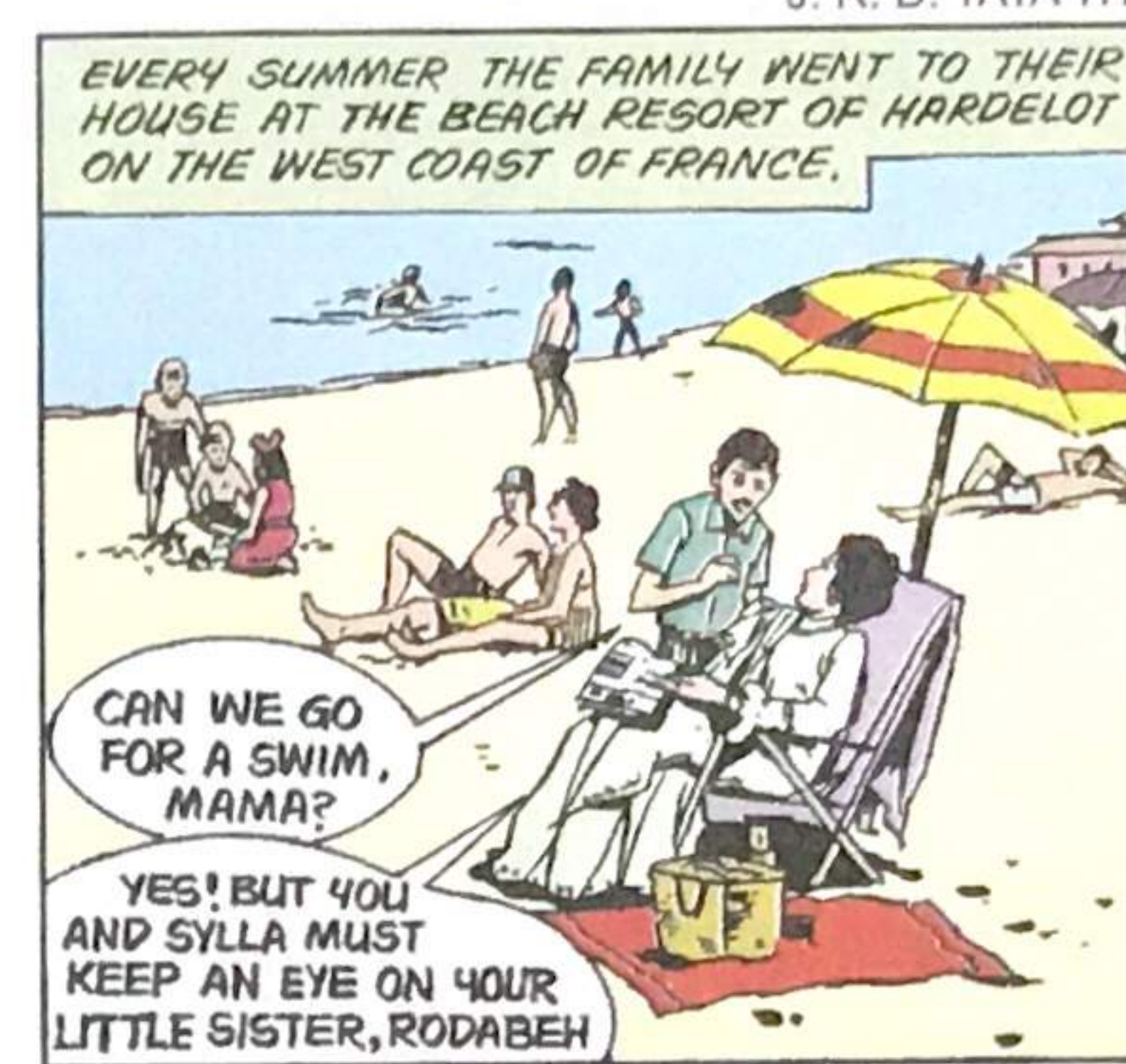
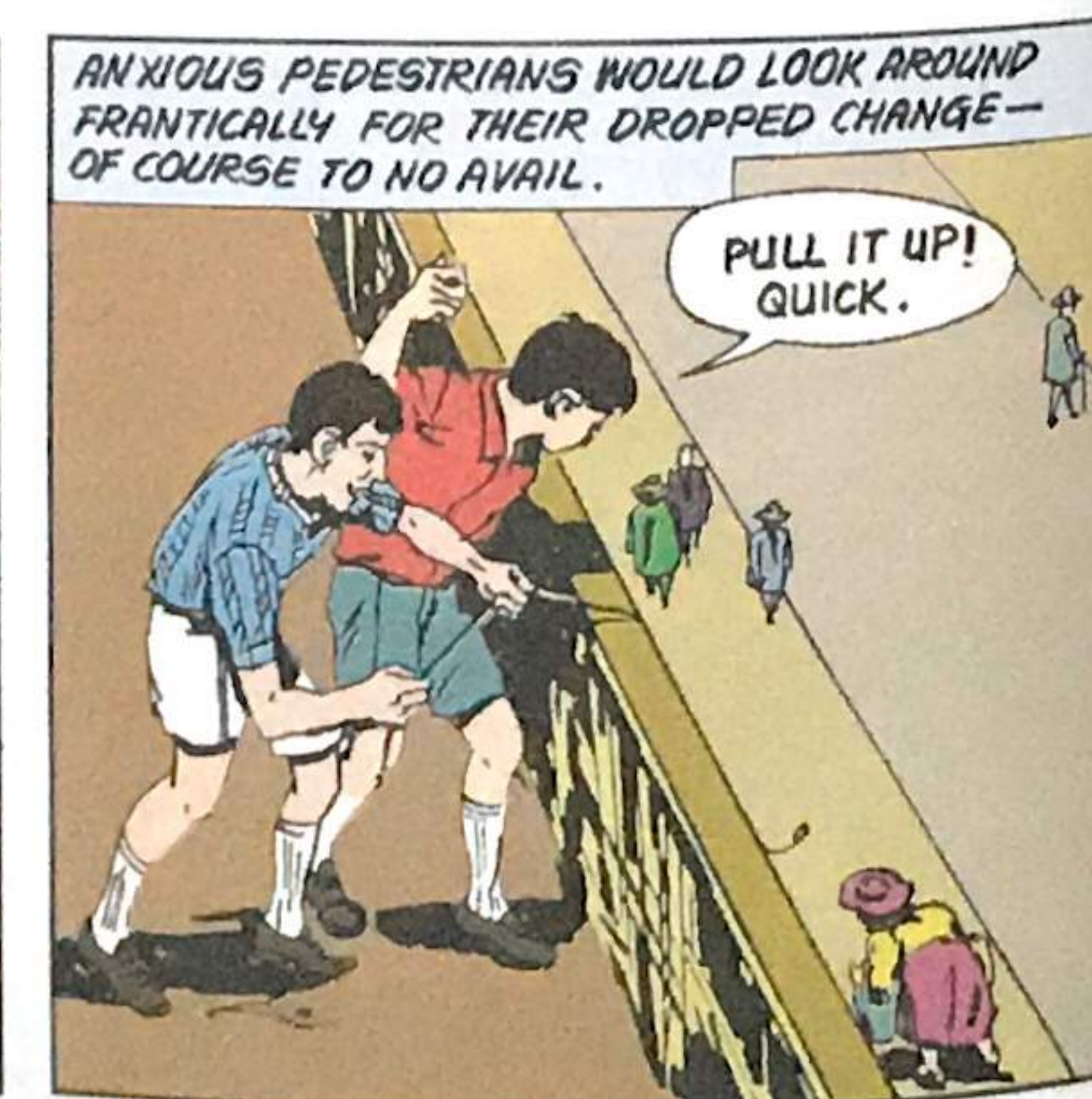
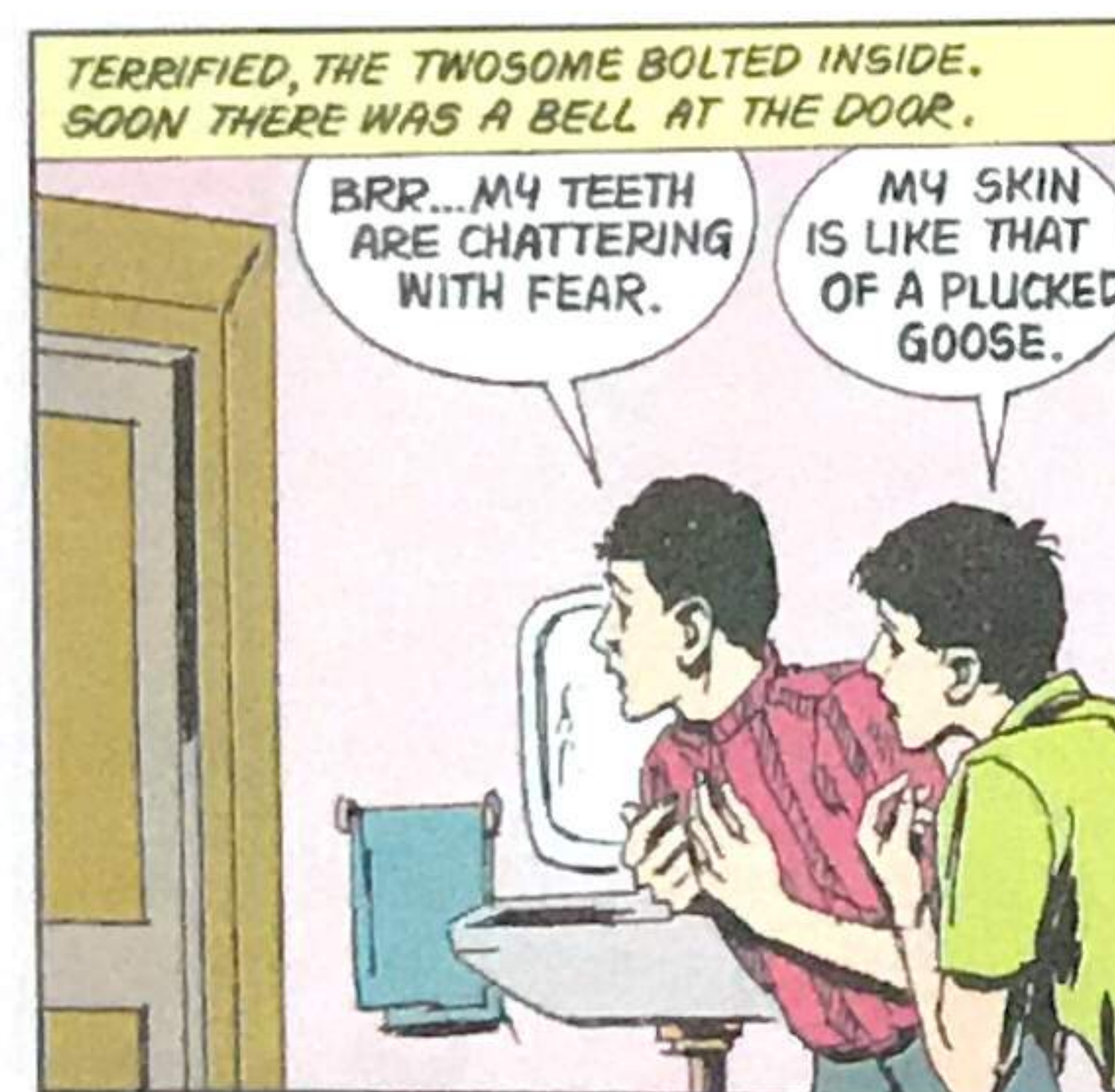
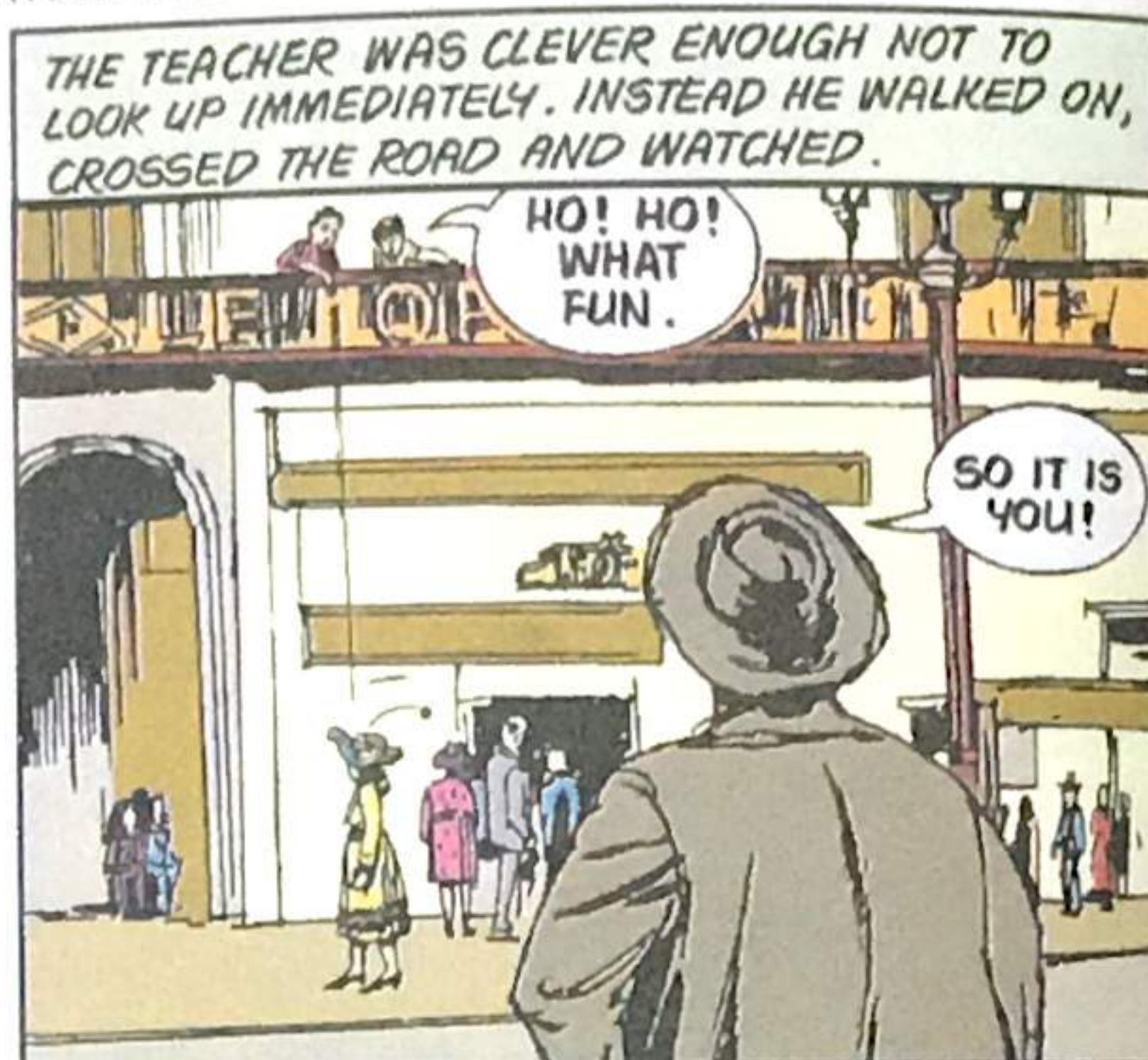


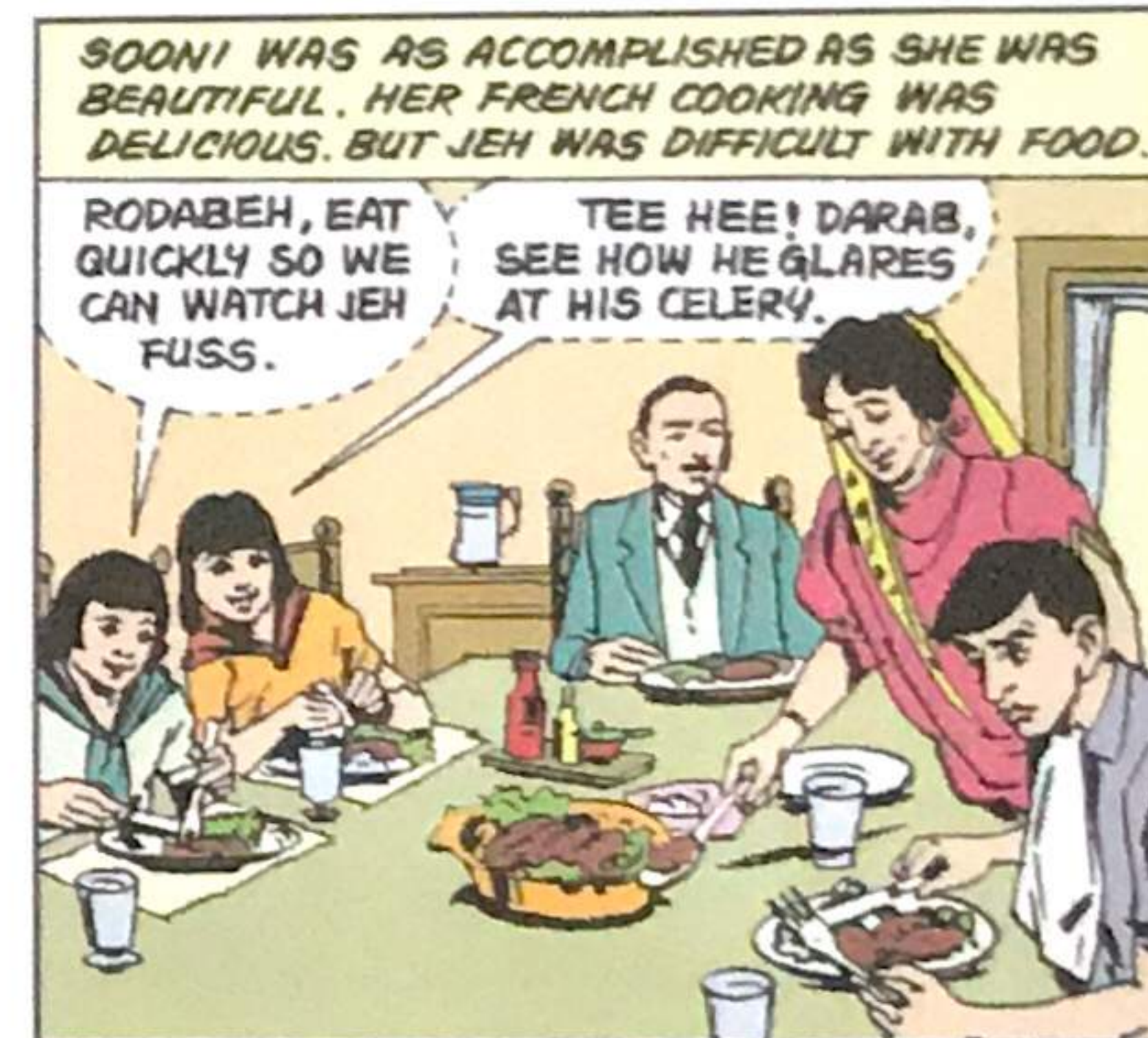
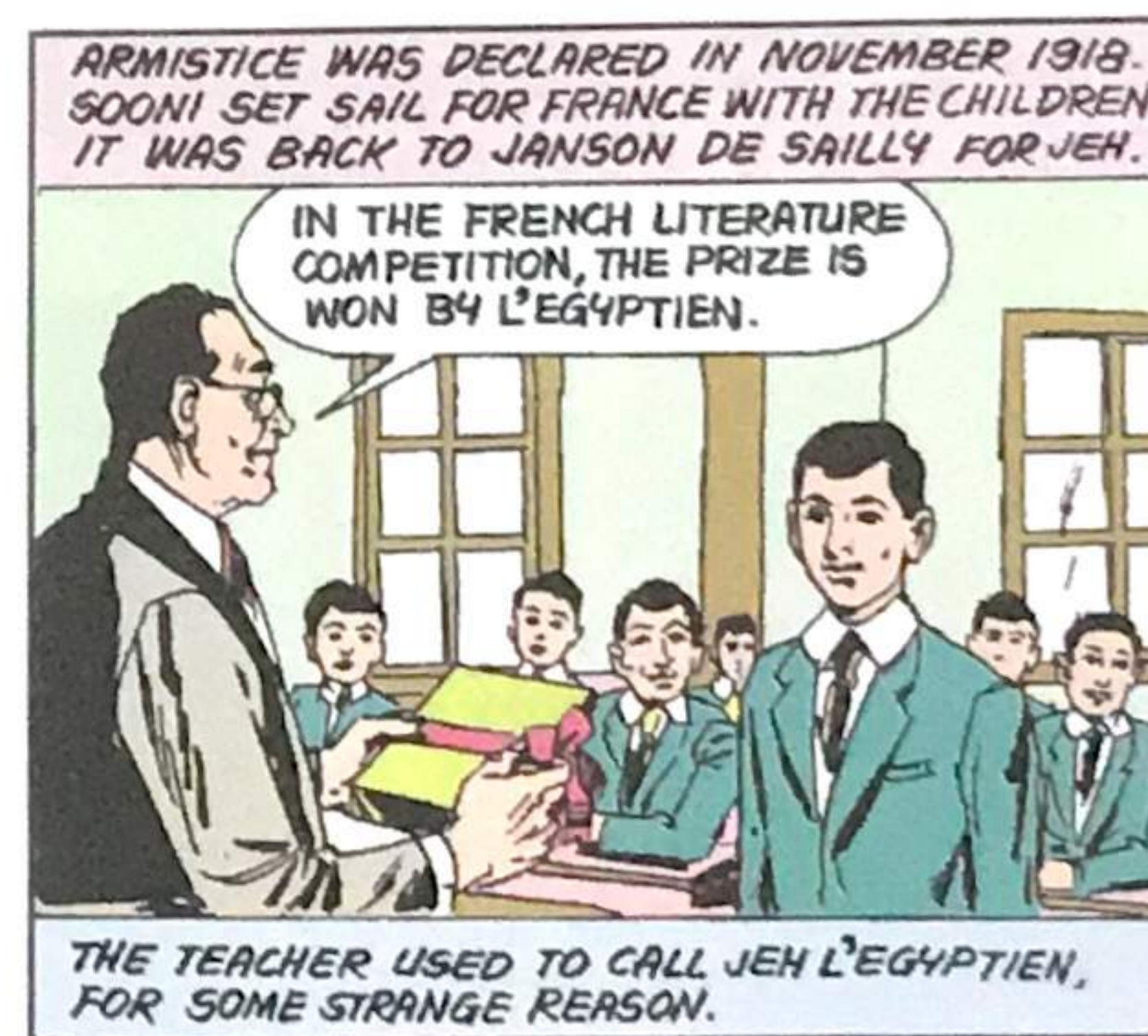
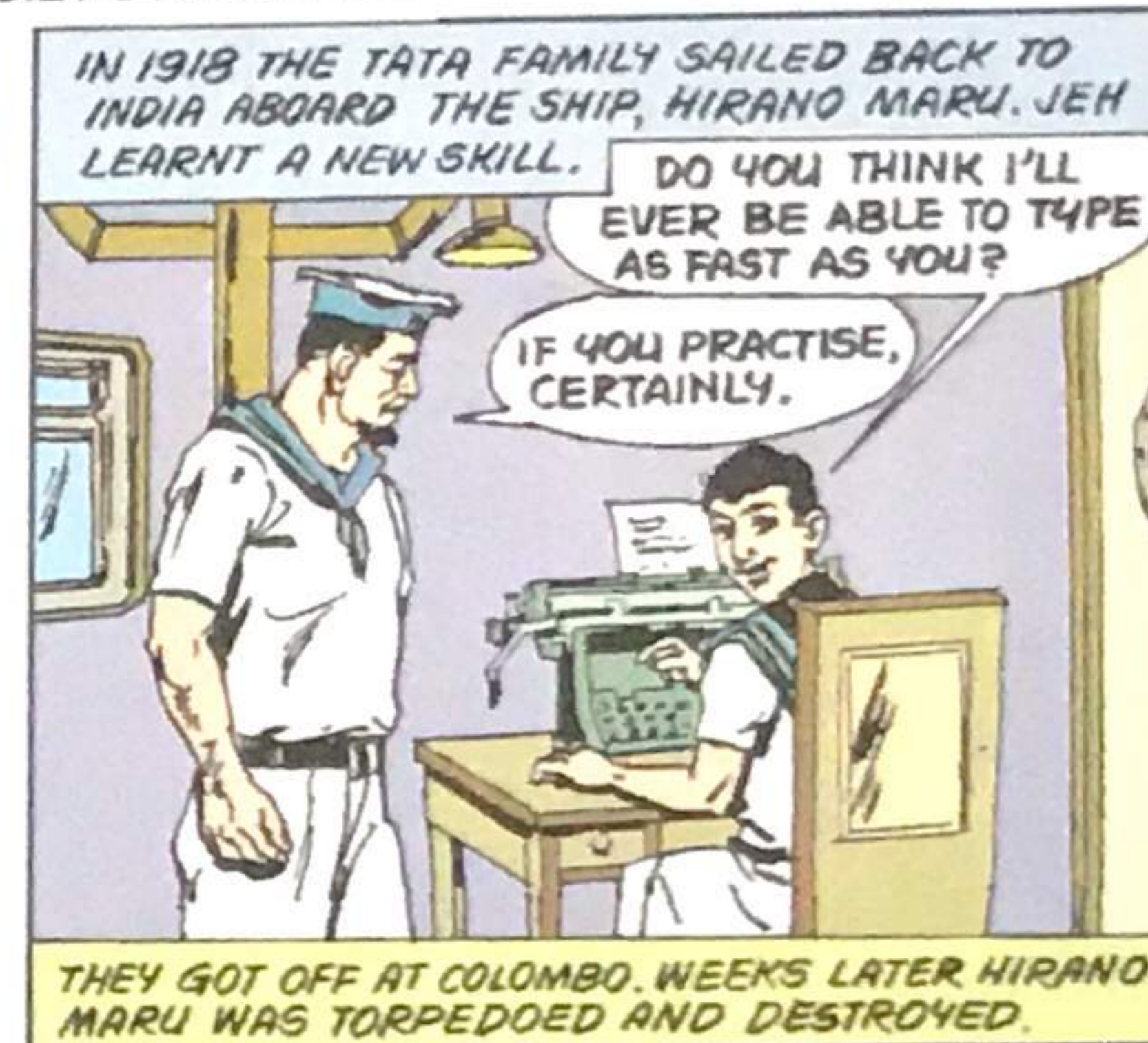
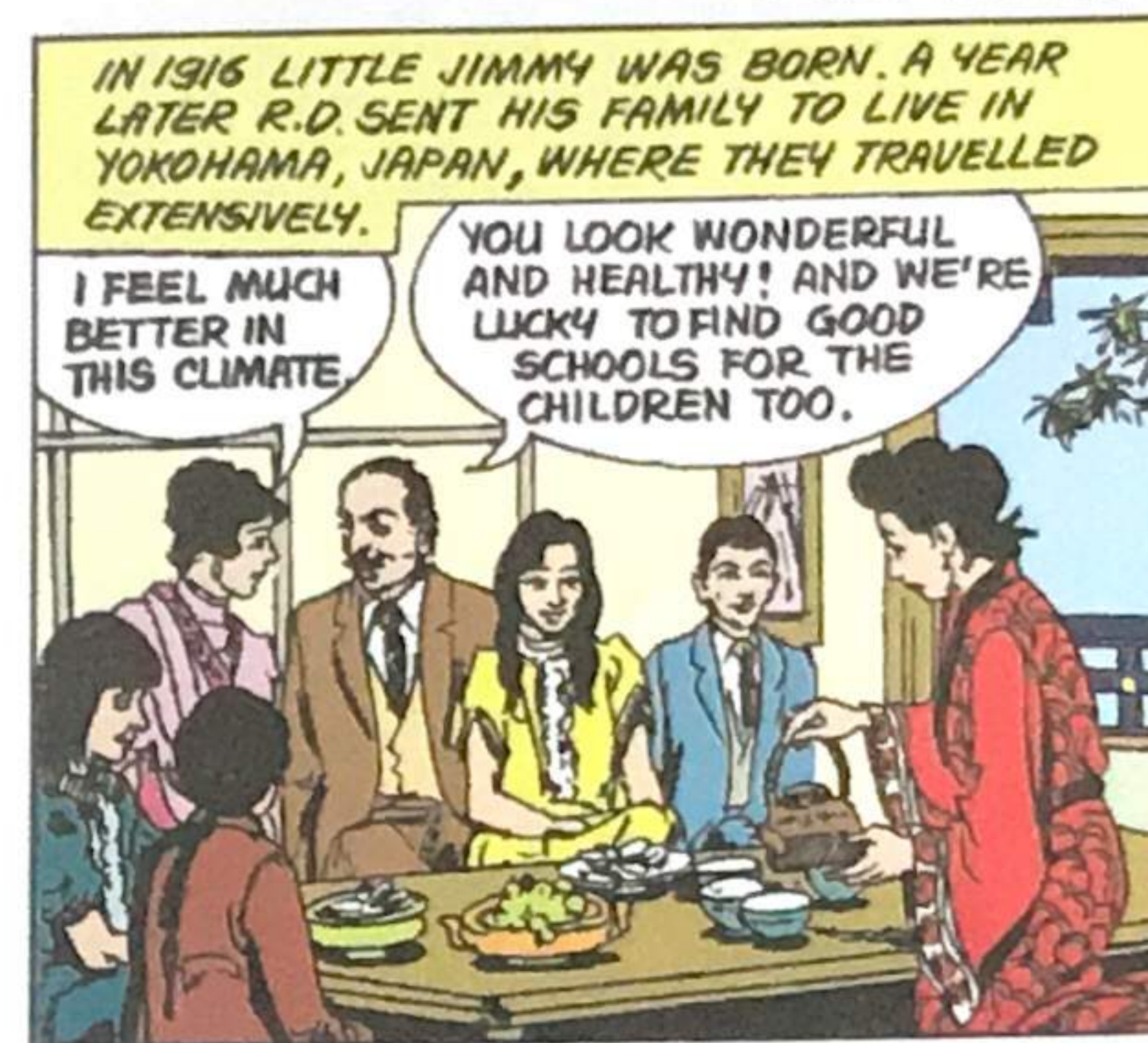
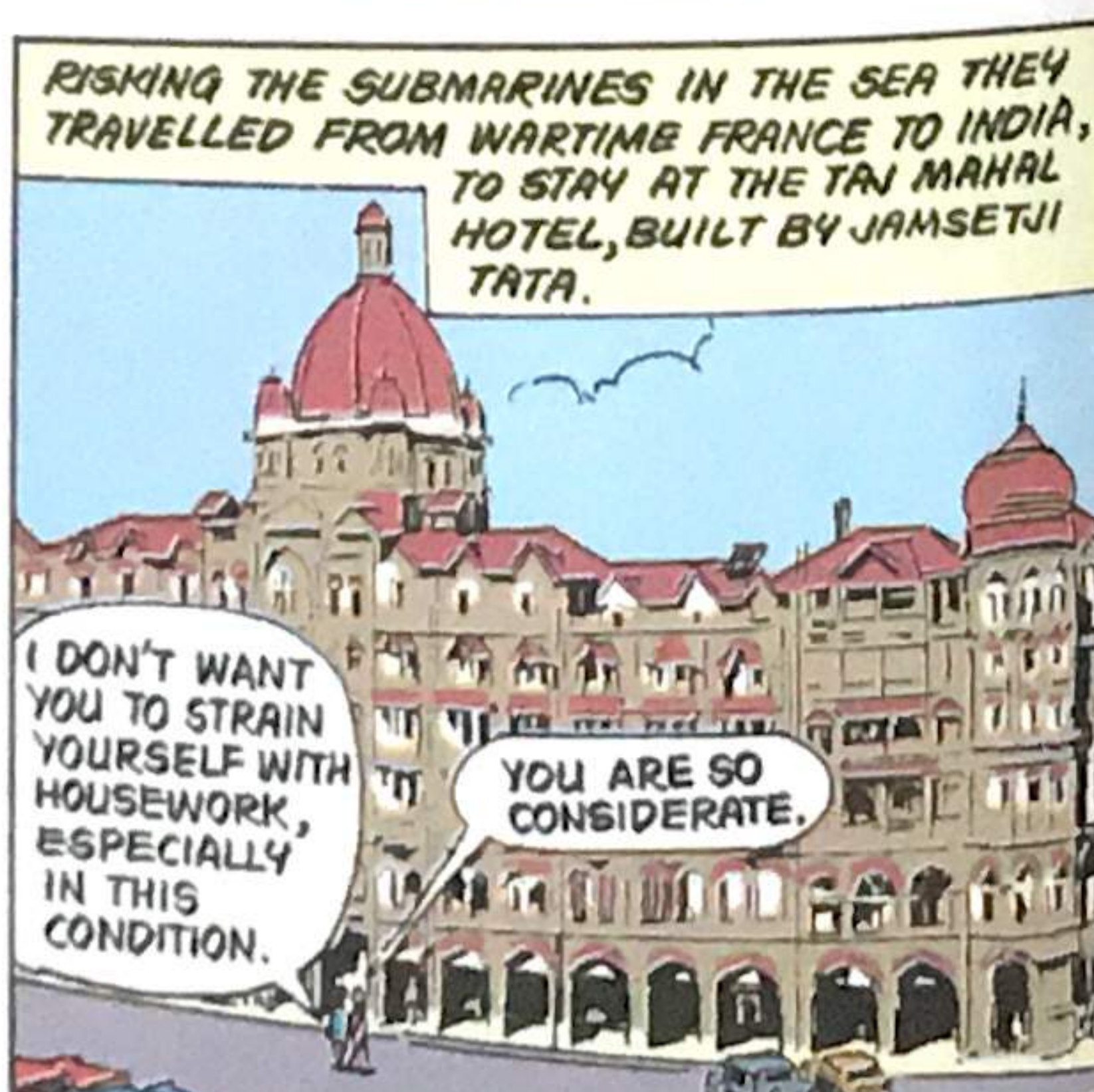
SCHOOL DAYS WERE NOT ALL WORK AND NO PLAY FOR JEH. THERE WERE PRANKS AND PLENTY OF THEM.

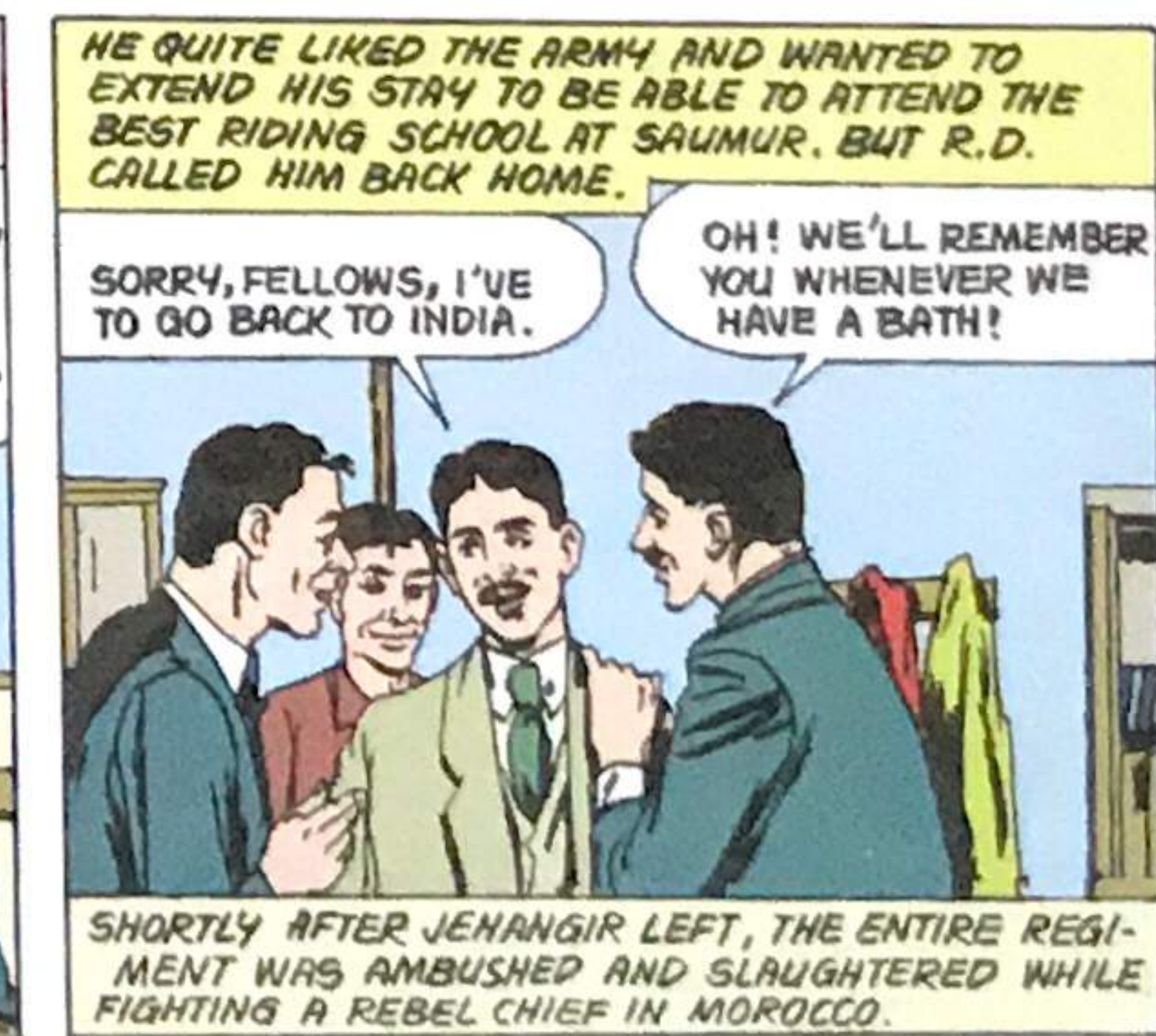
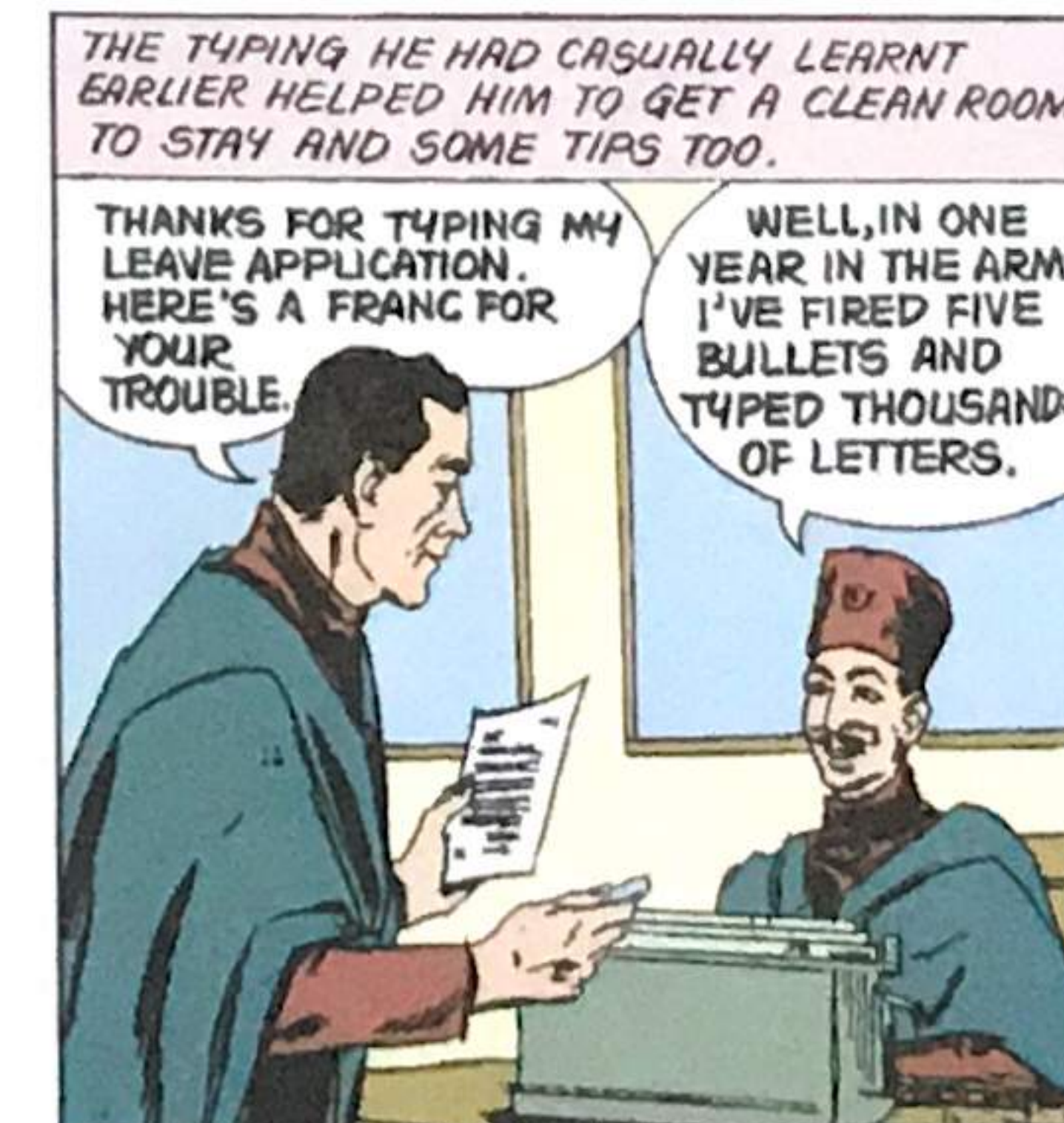
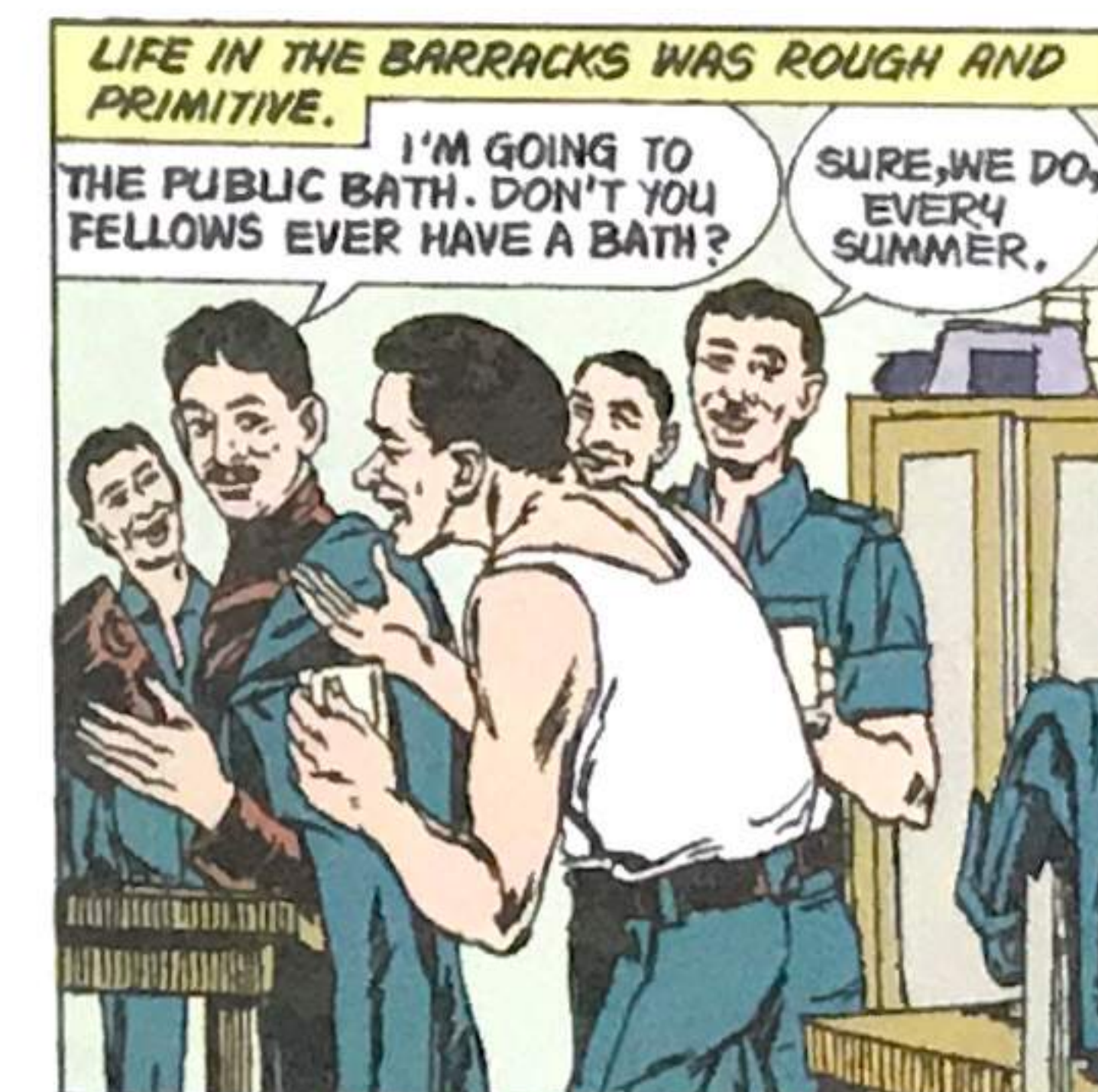
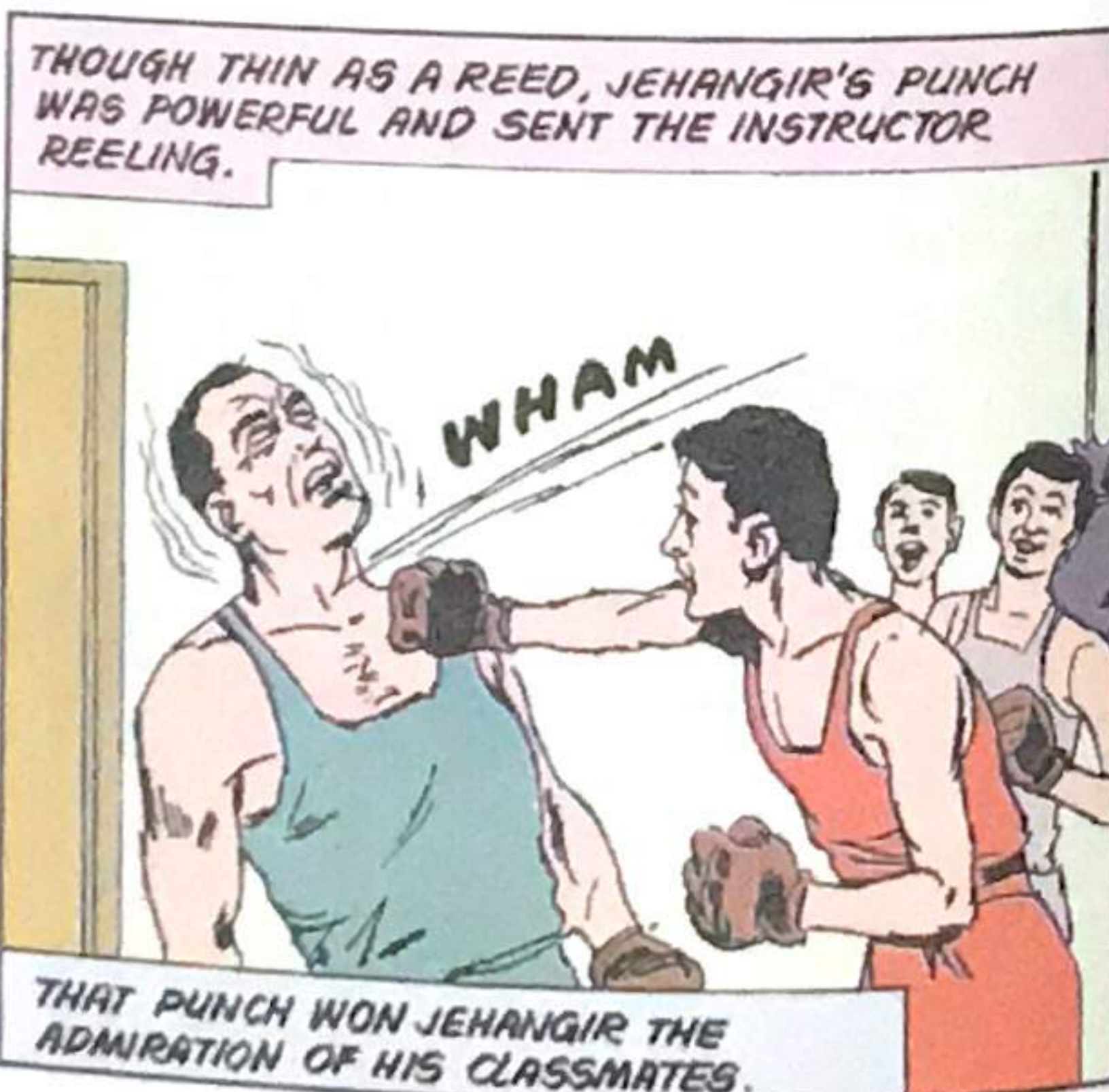
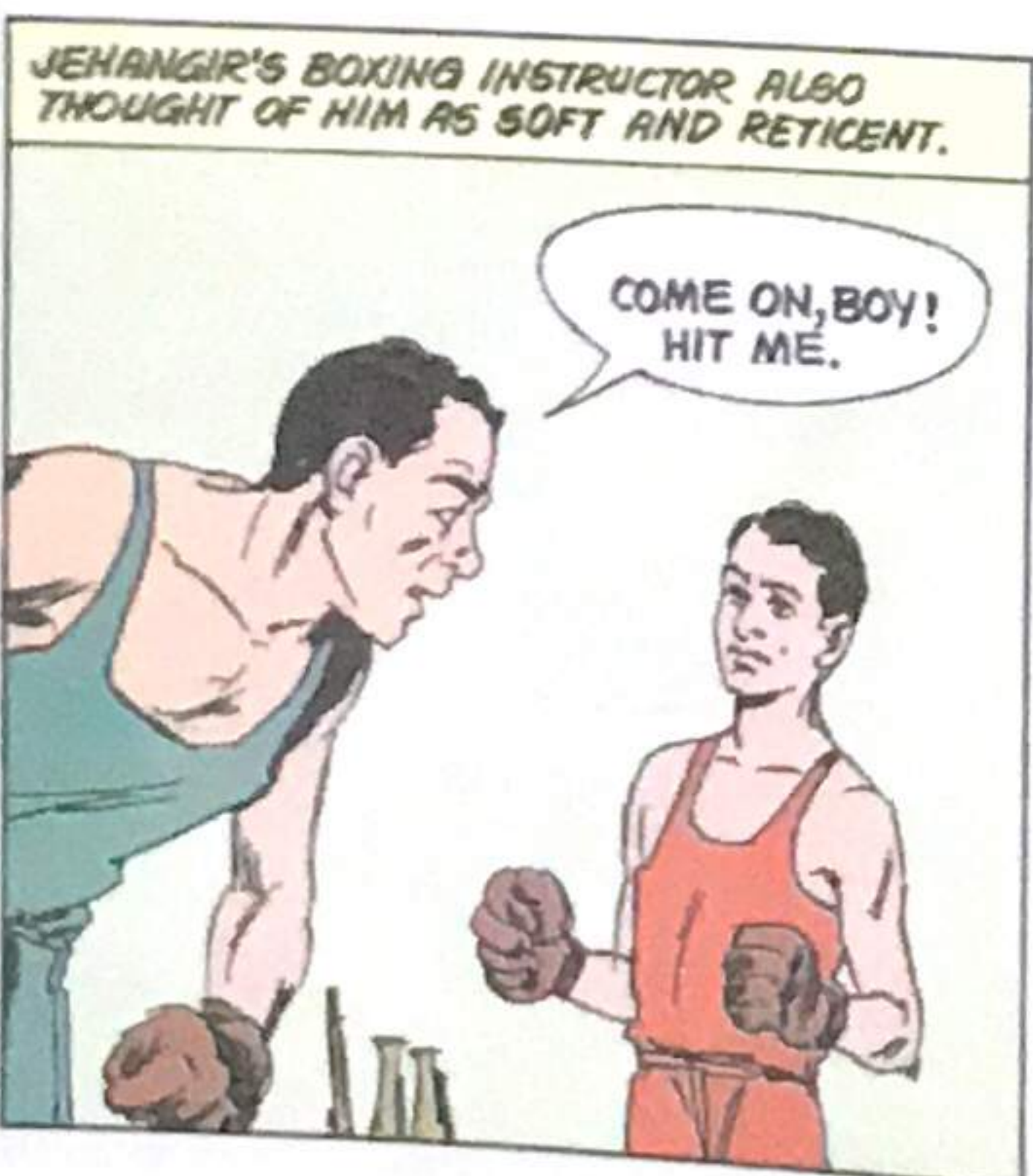


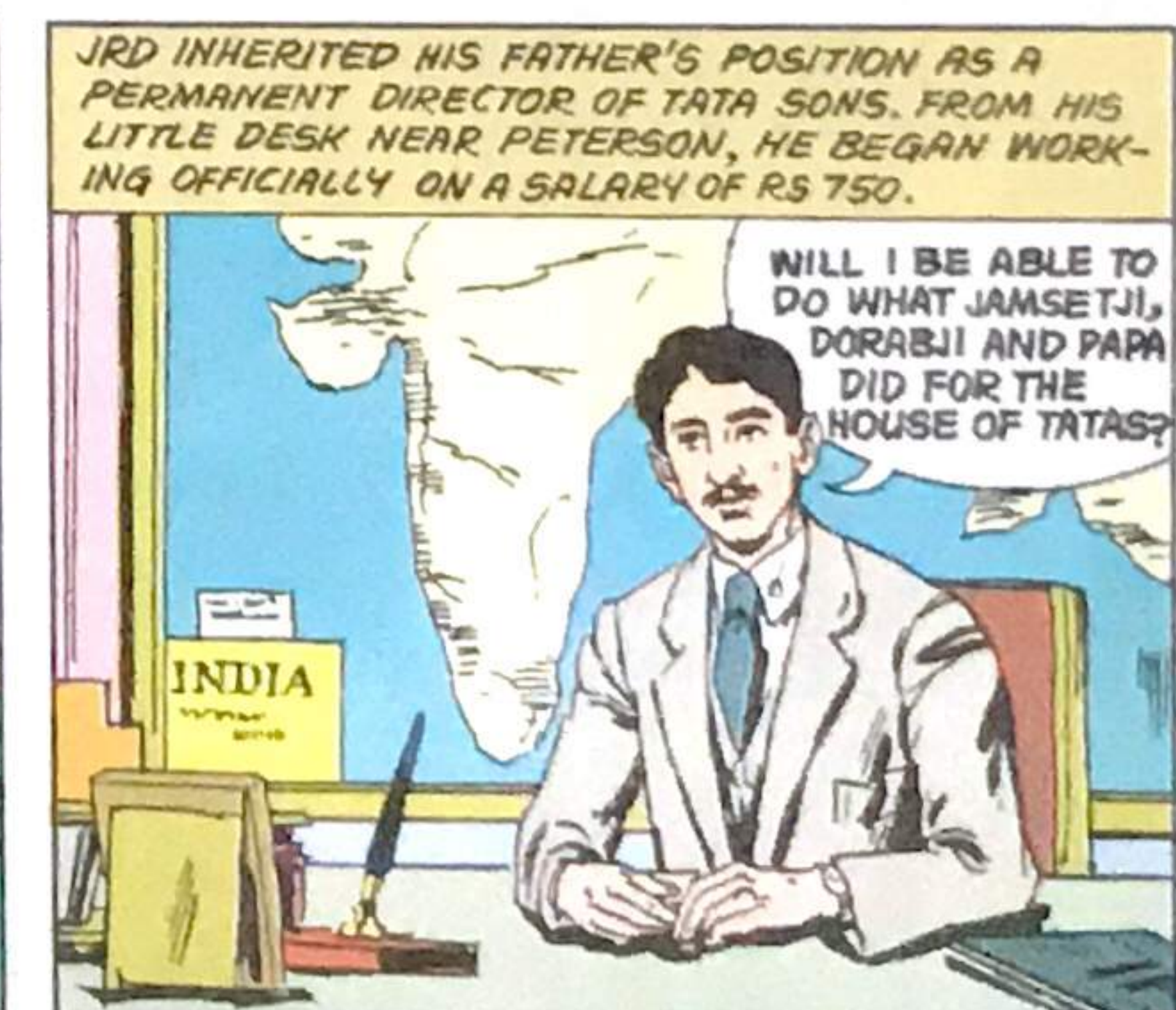
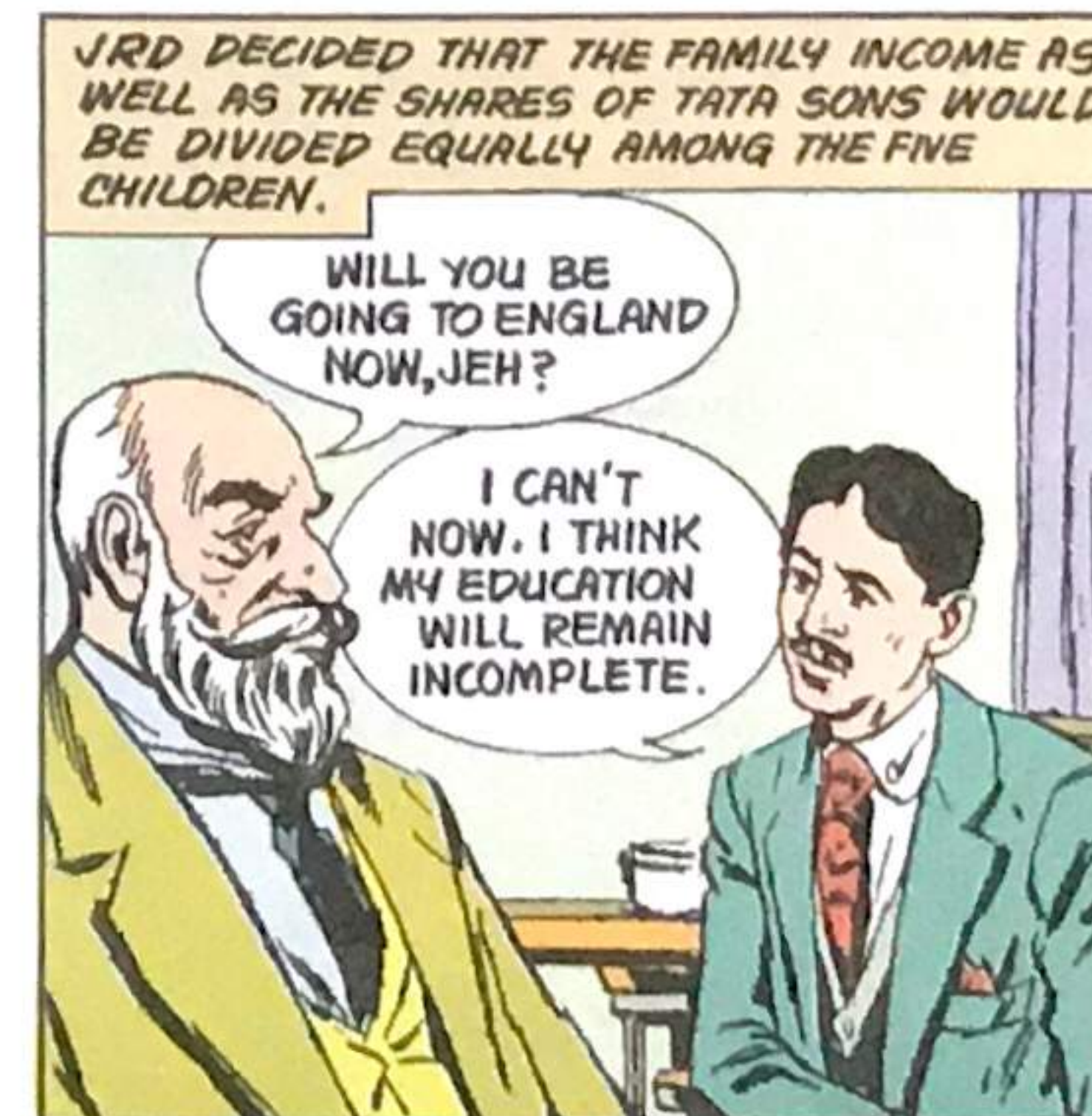
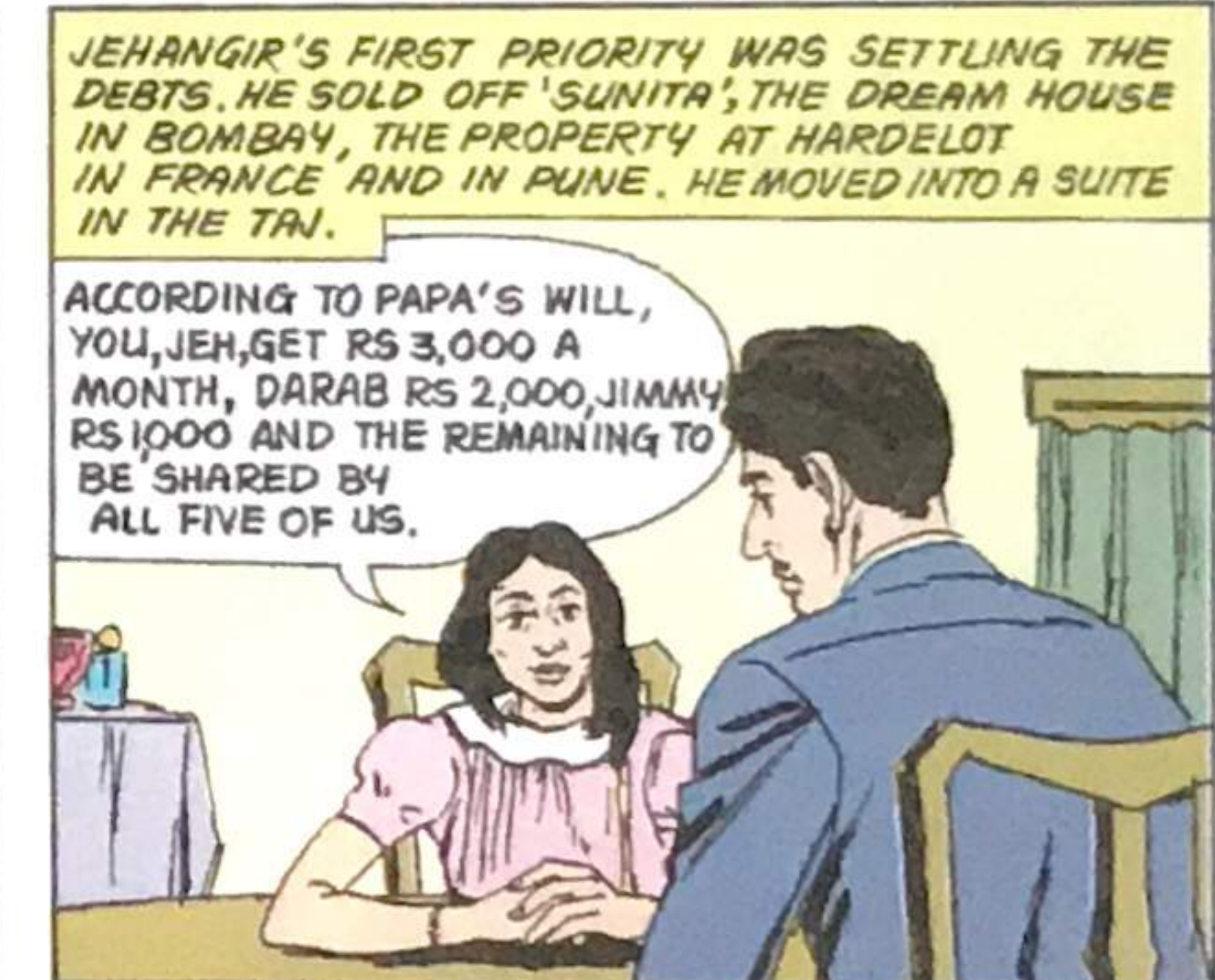
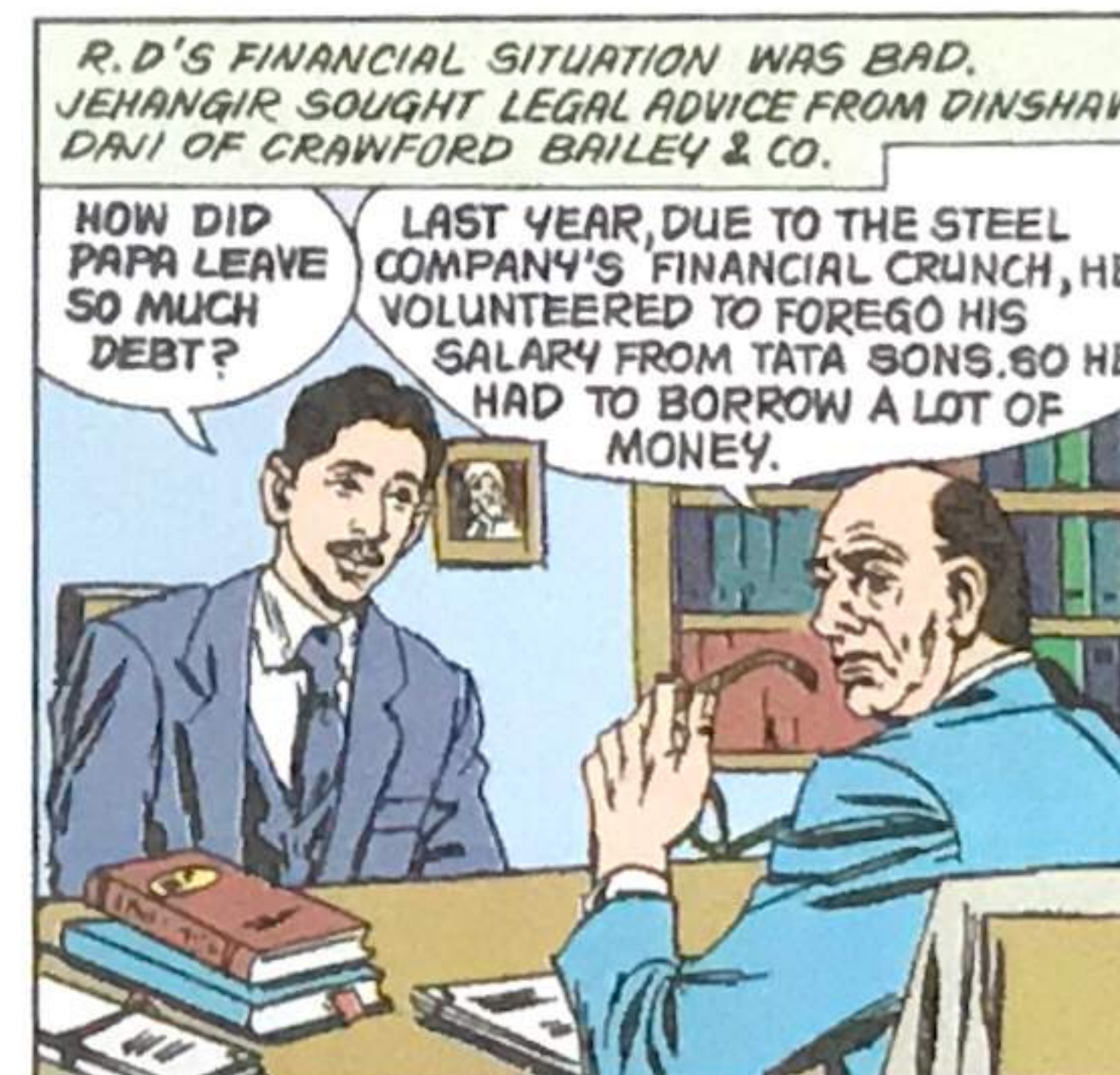
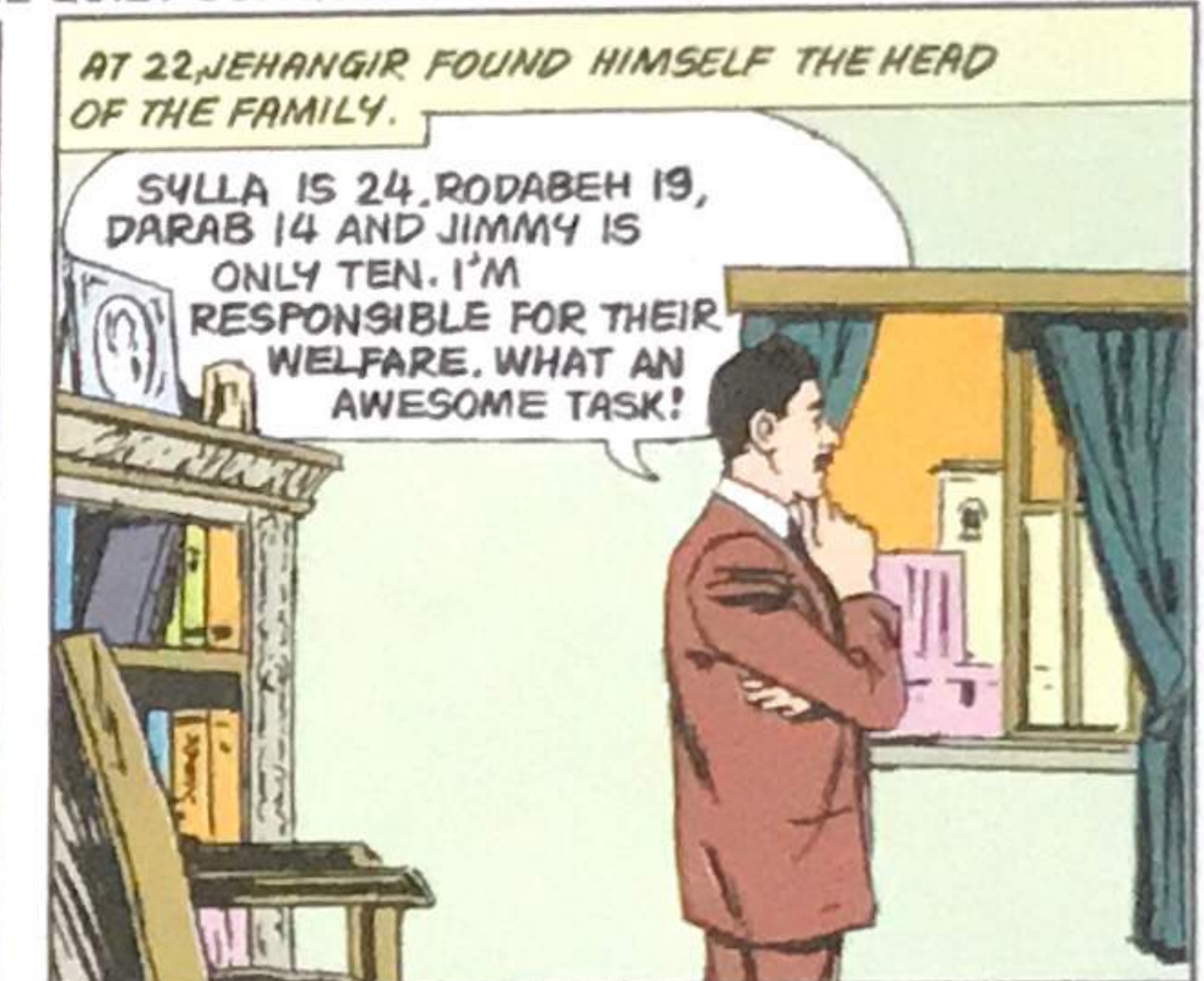
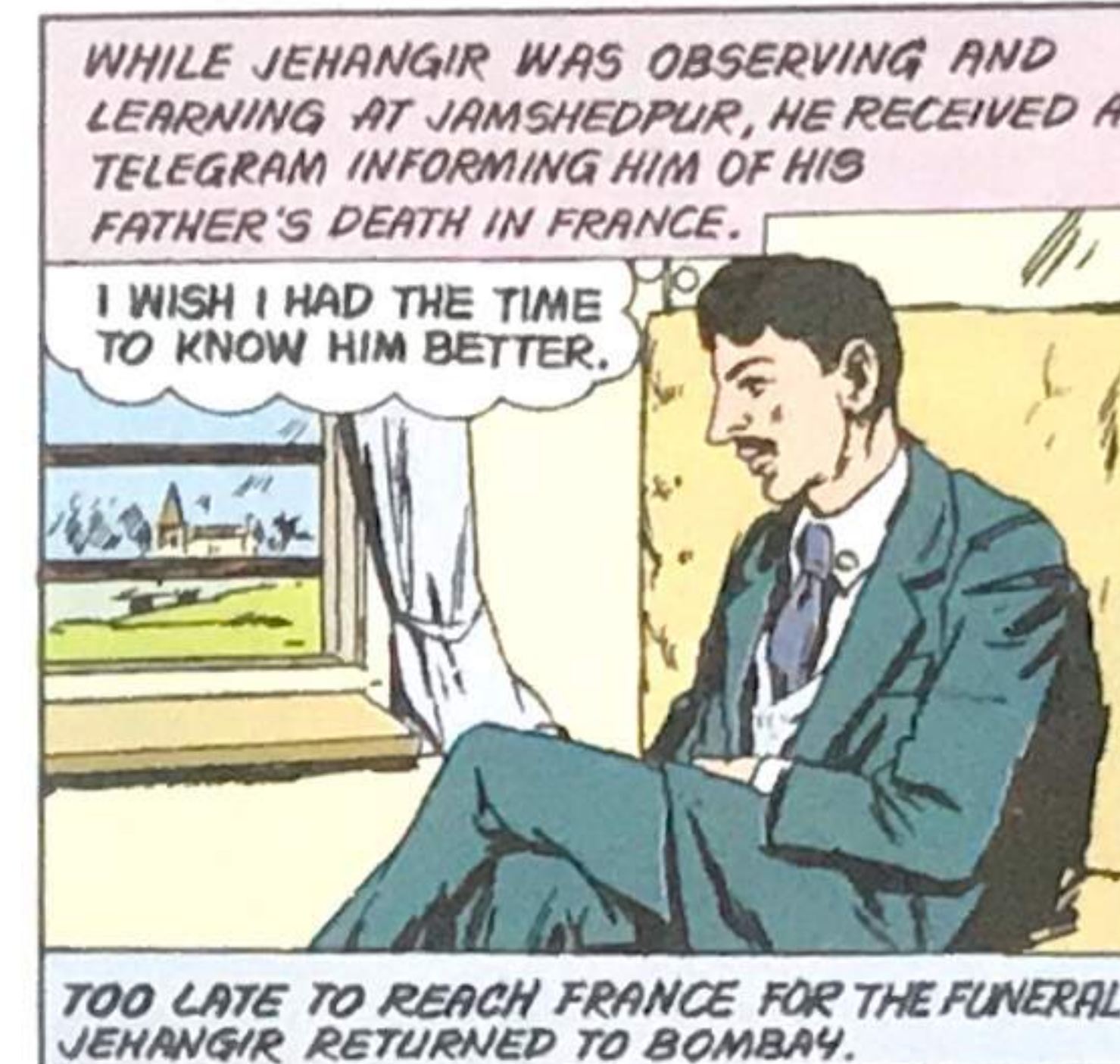
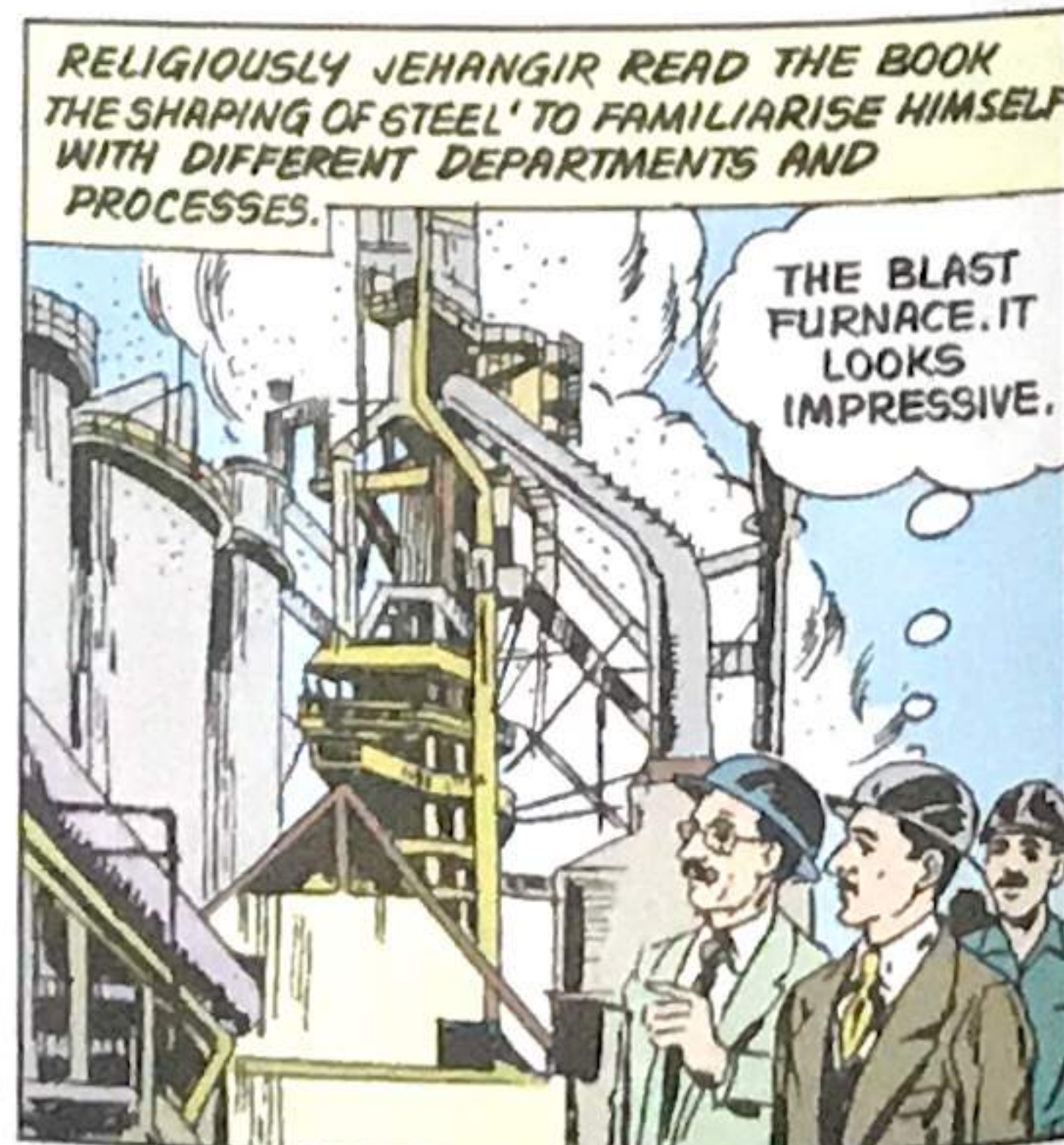
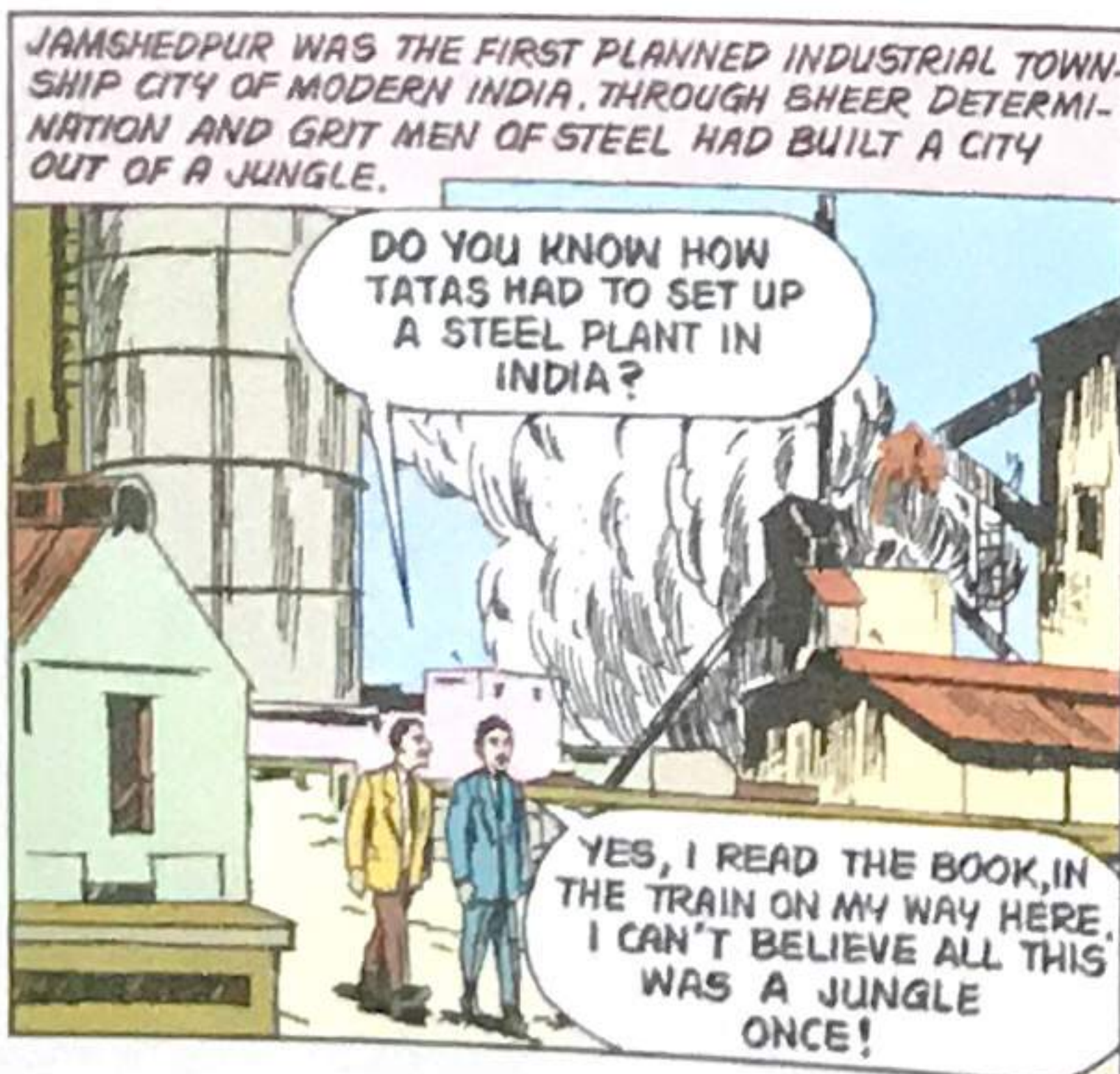
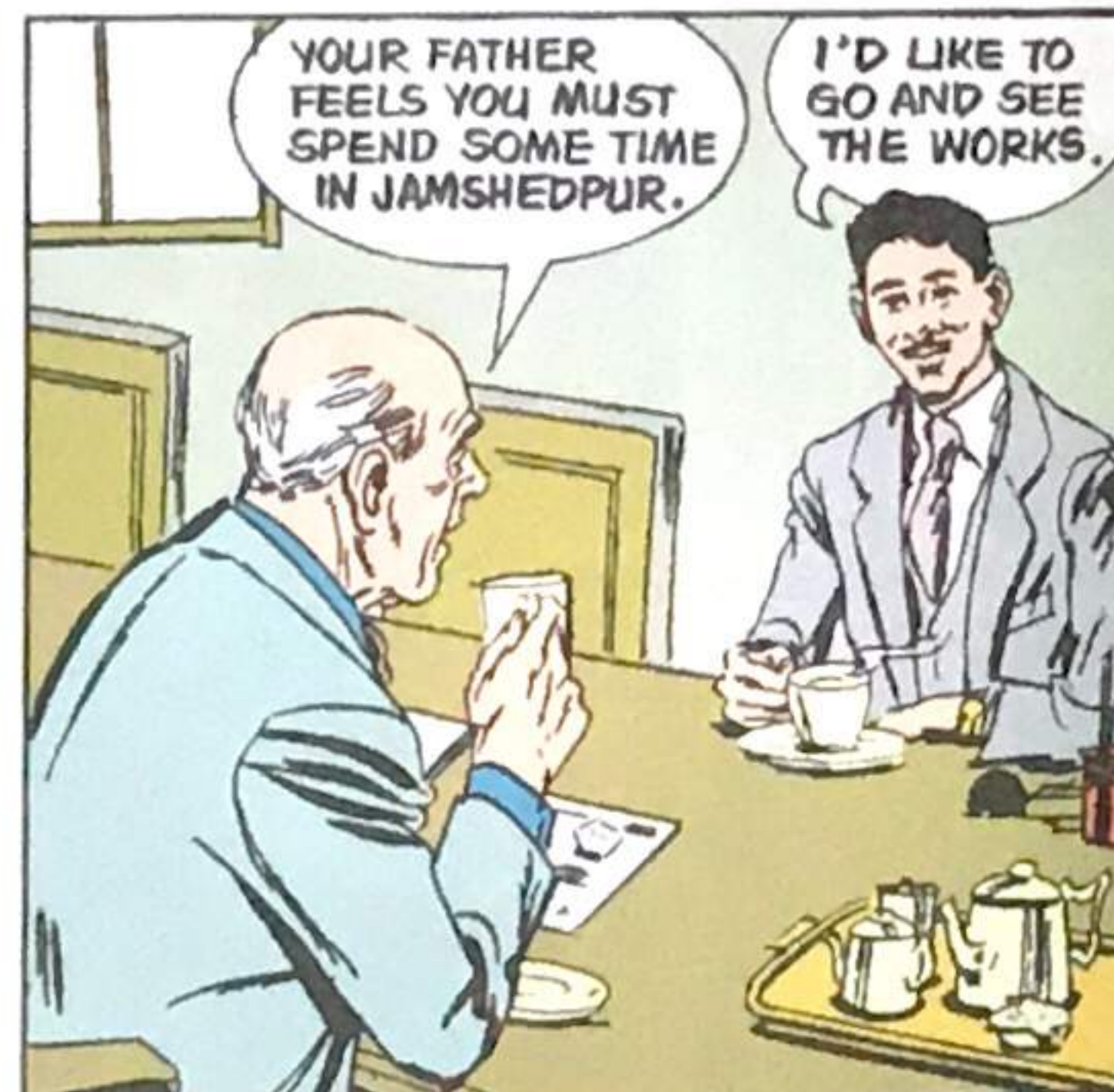
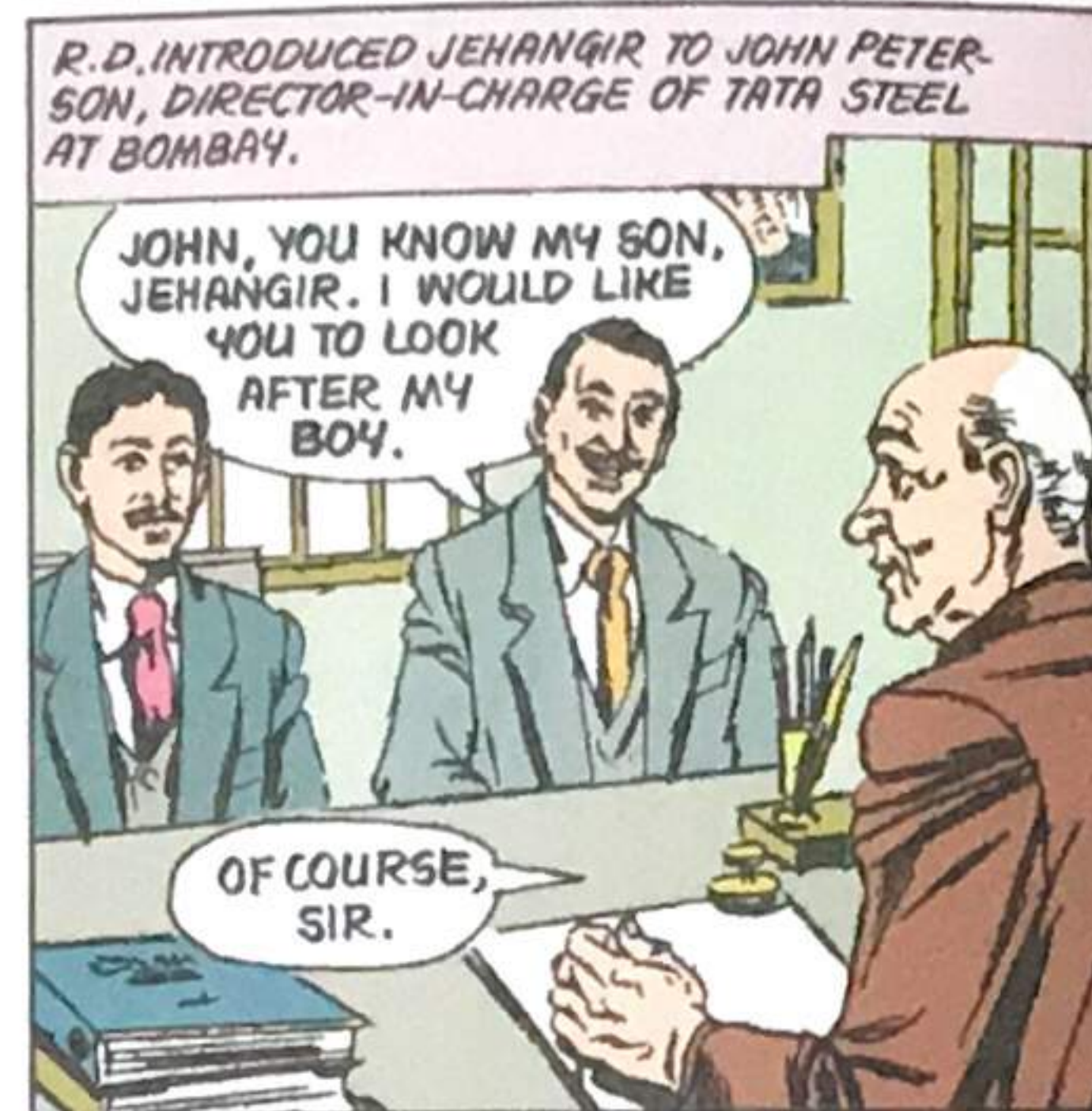
STRAW HATS WERE IN FASHION. PEAS AND PELLETS DROPPING ON HATS OF PASSERS-BY MADE A DELIGHTFUL SOUND.

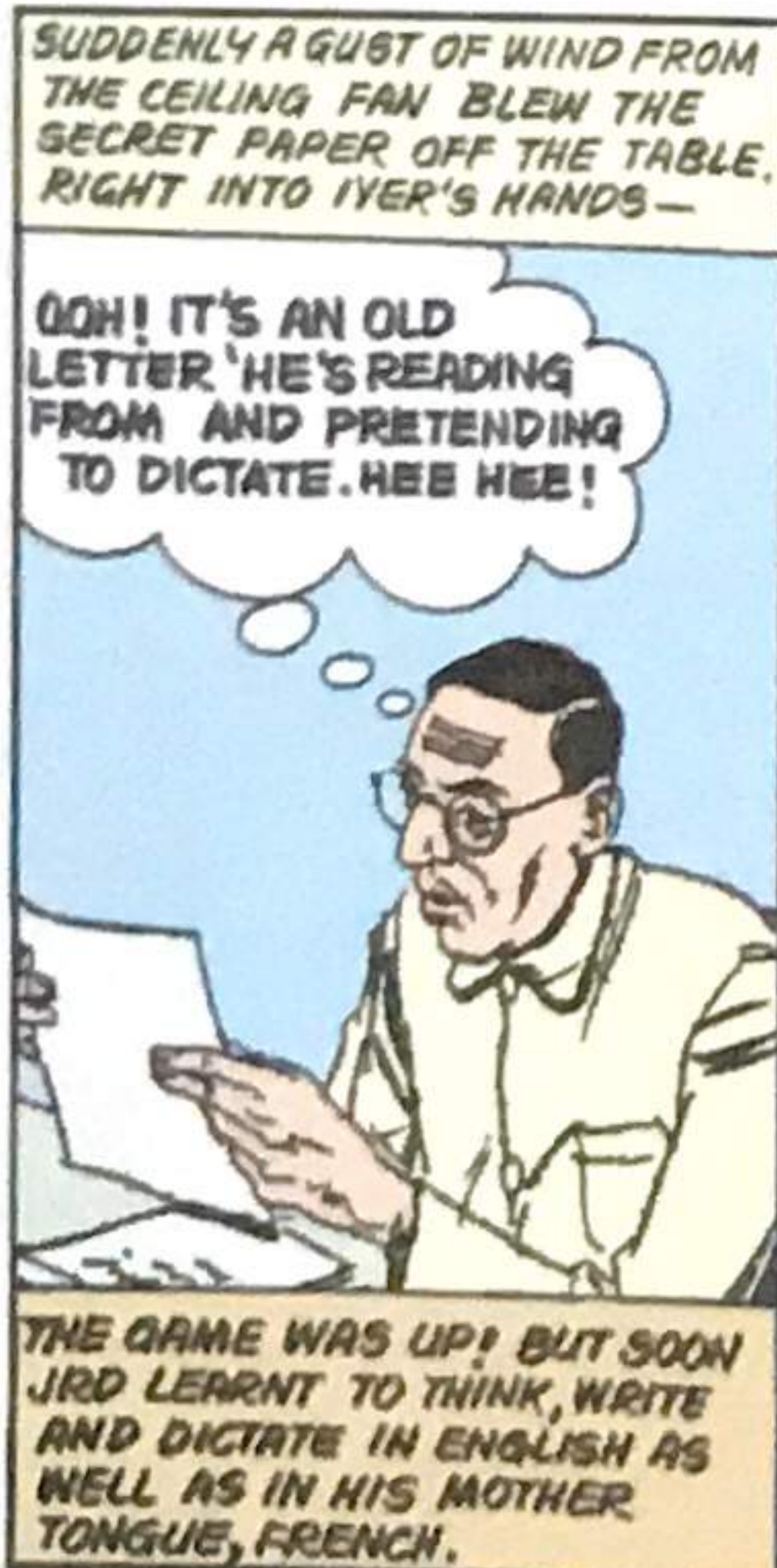
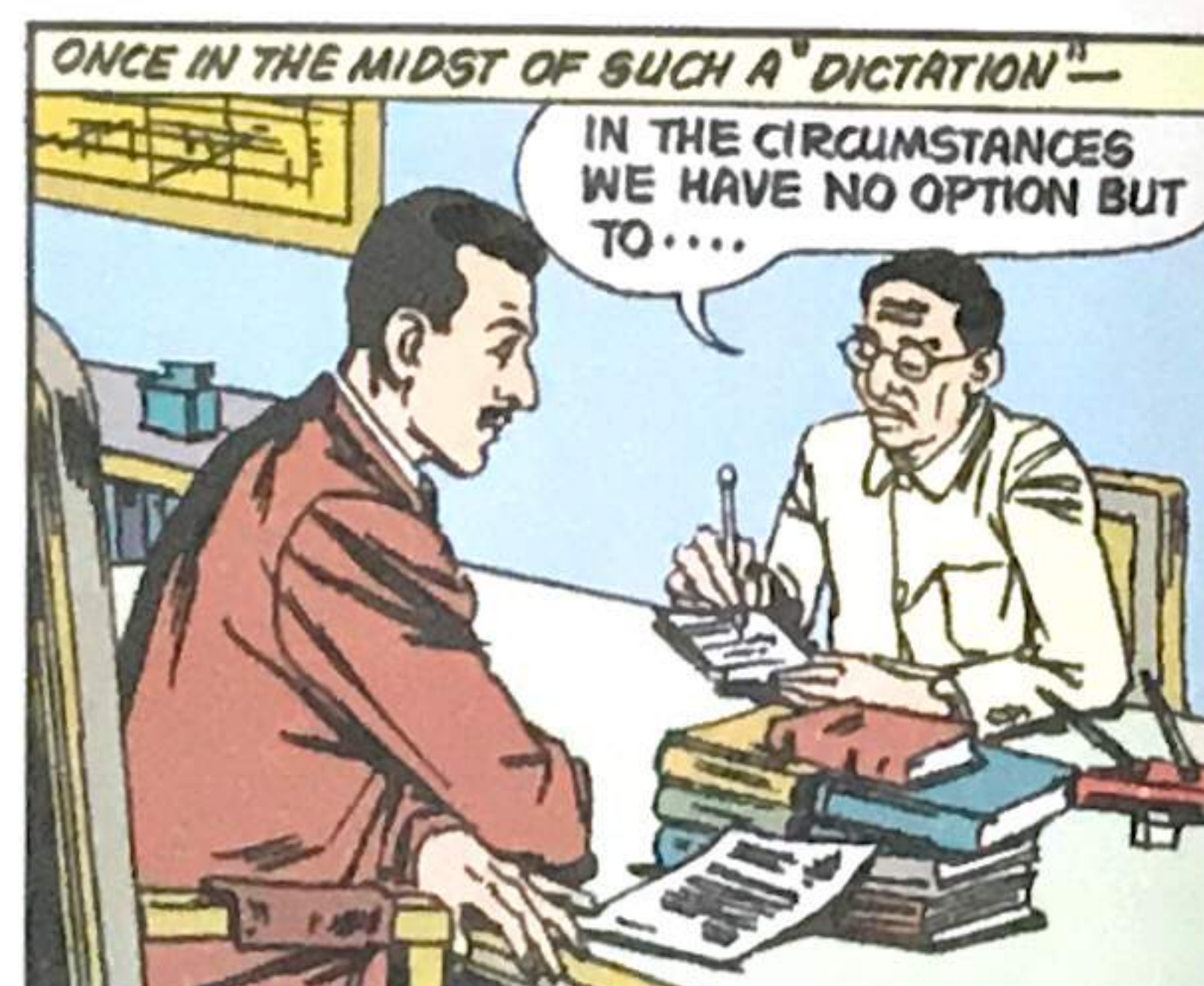
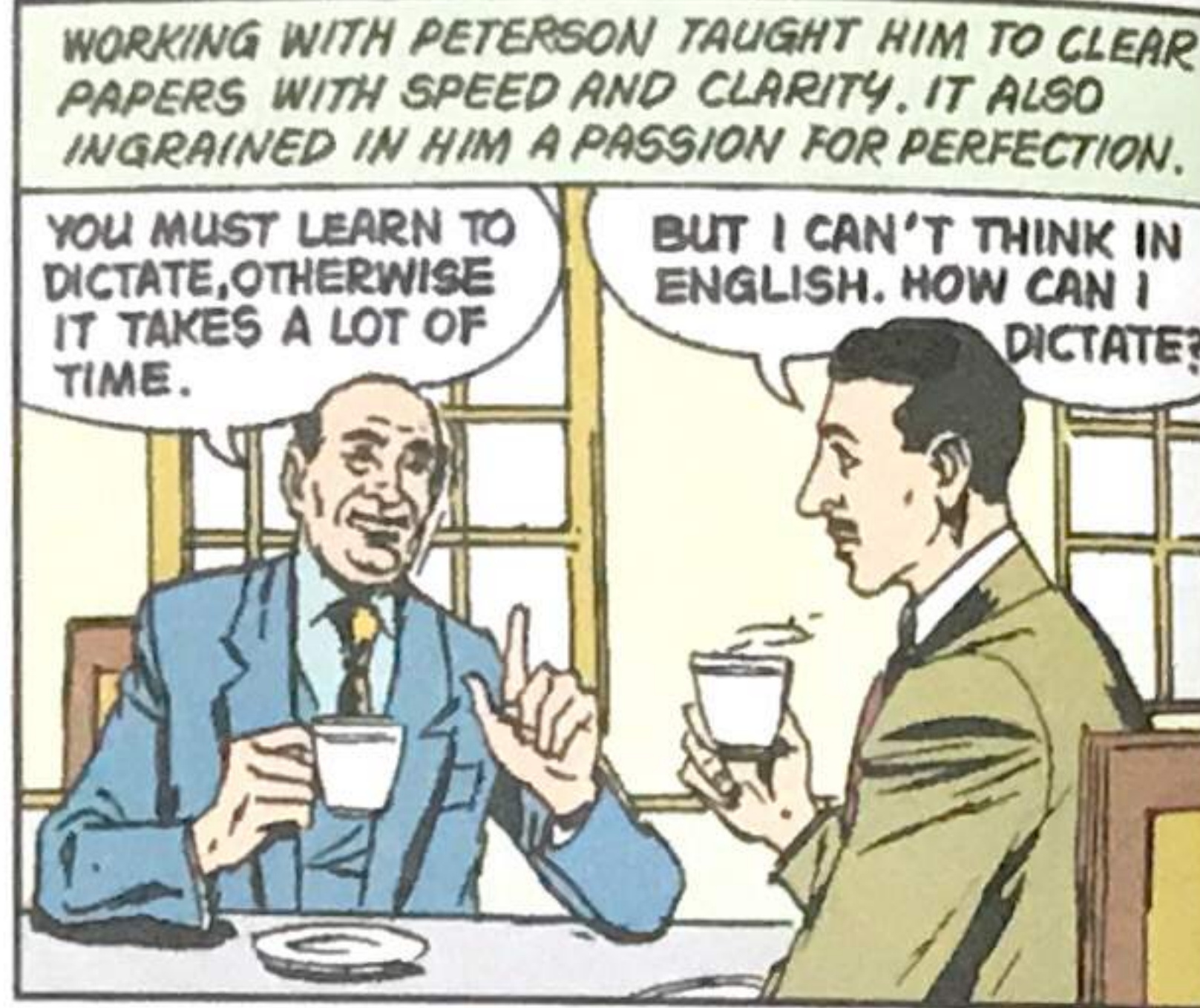
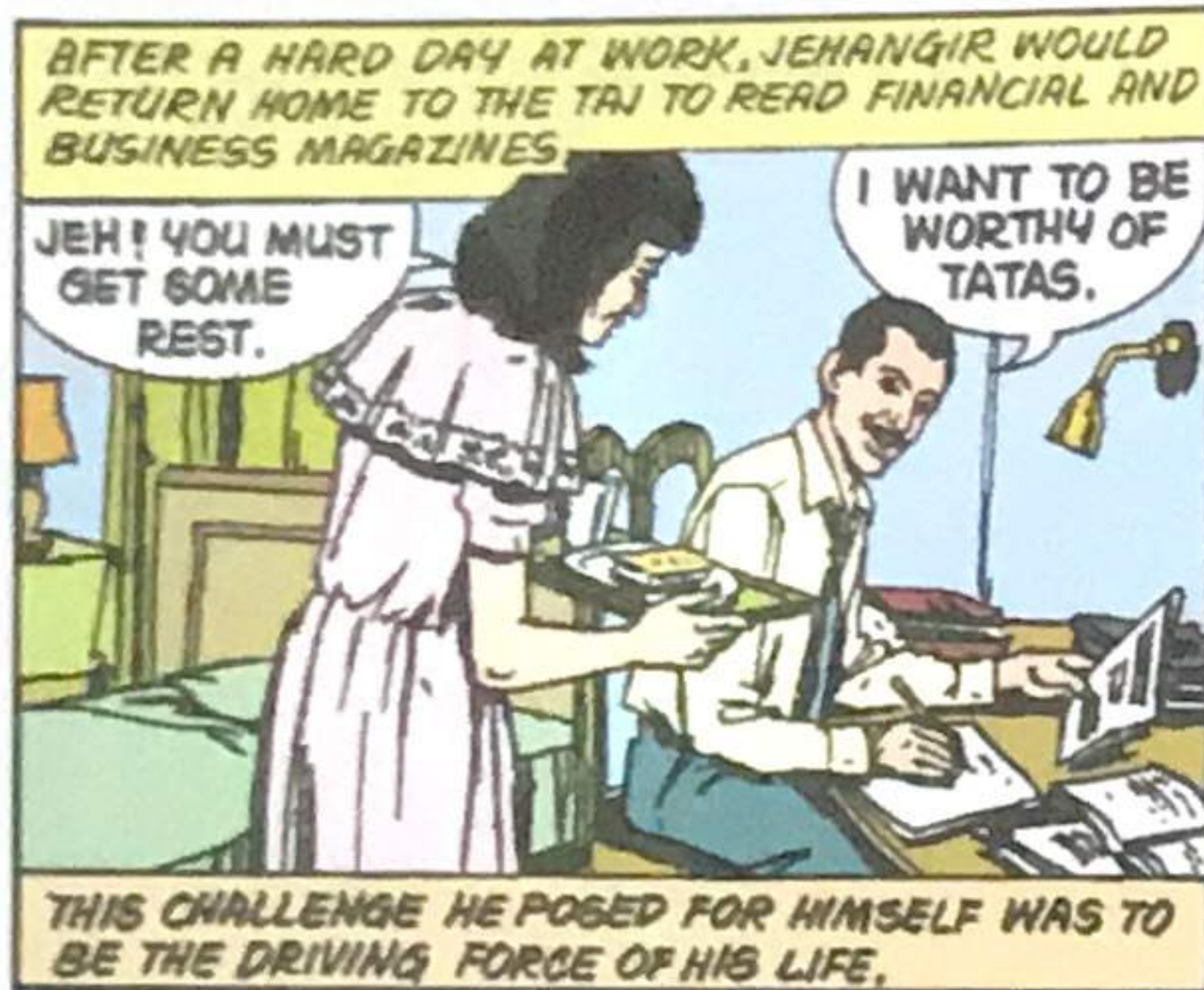








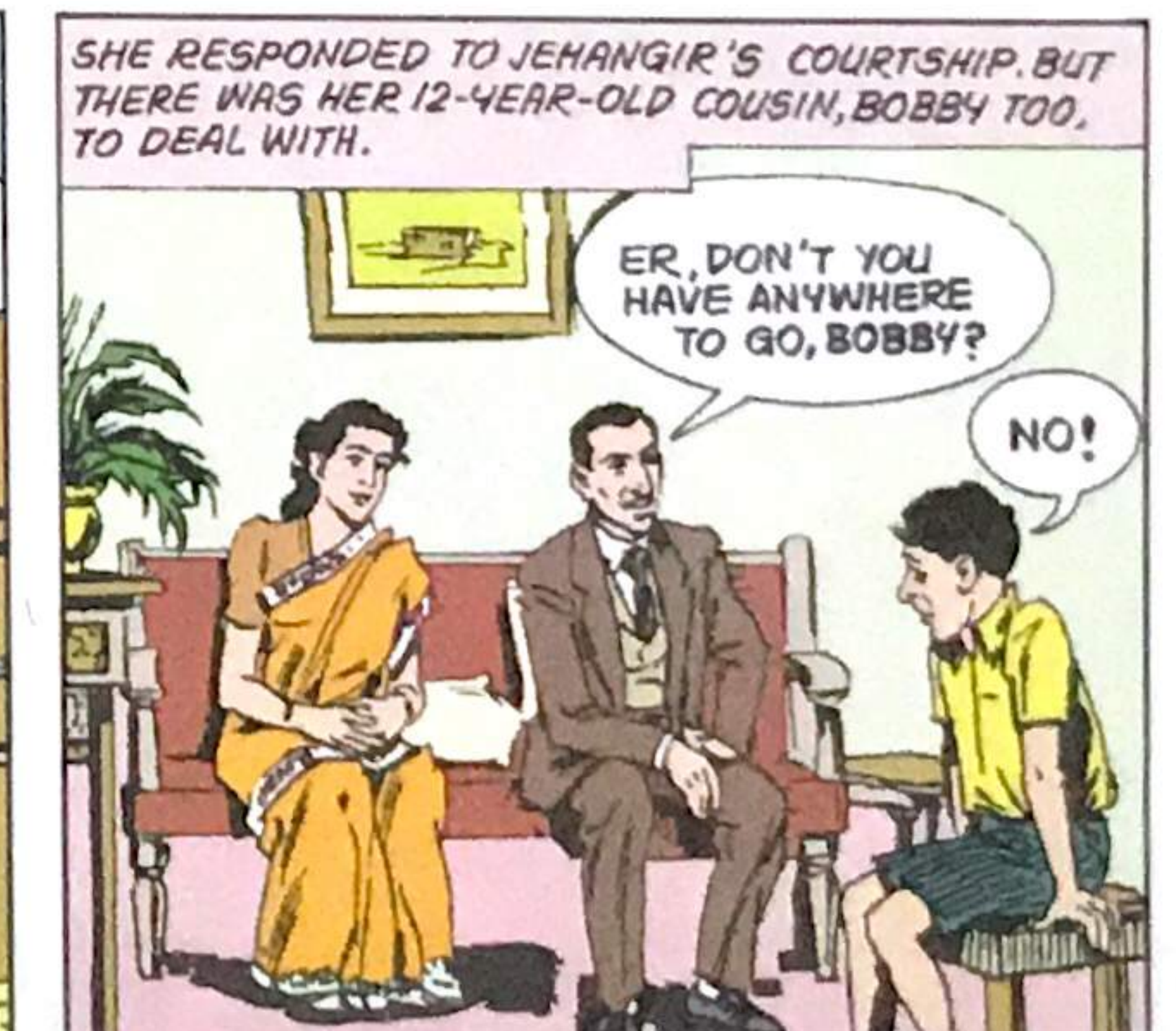
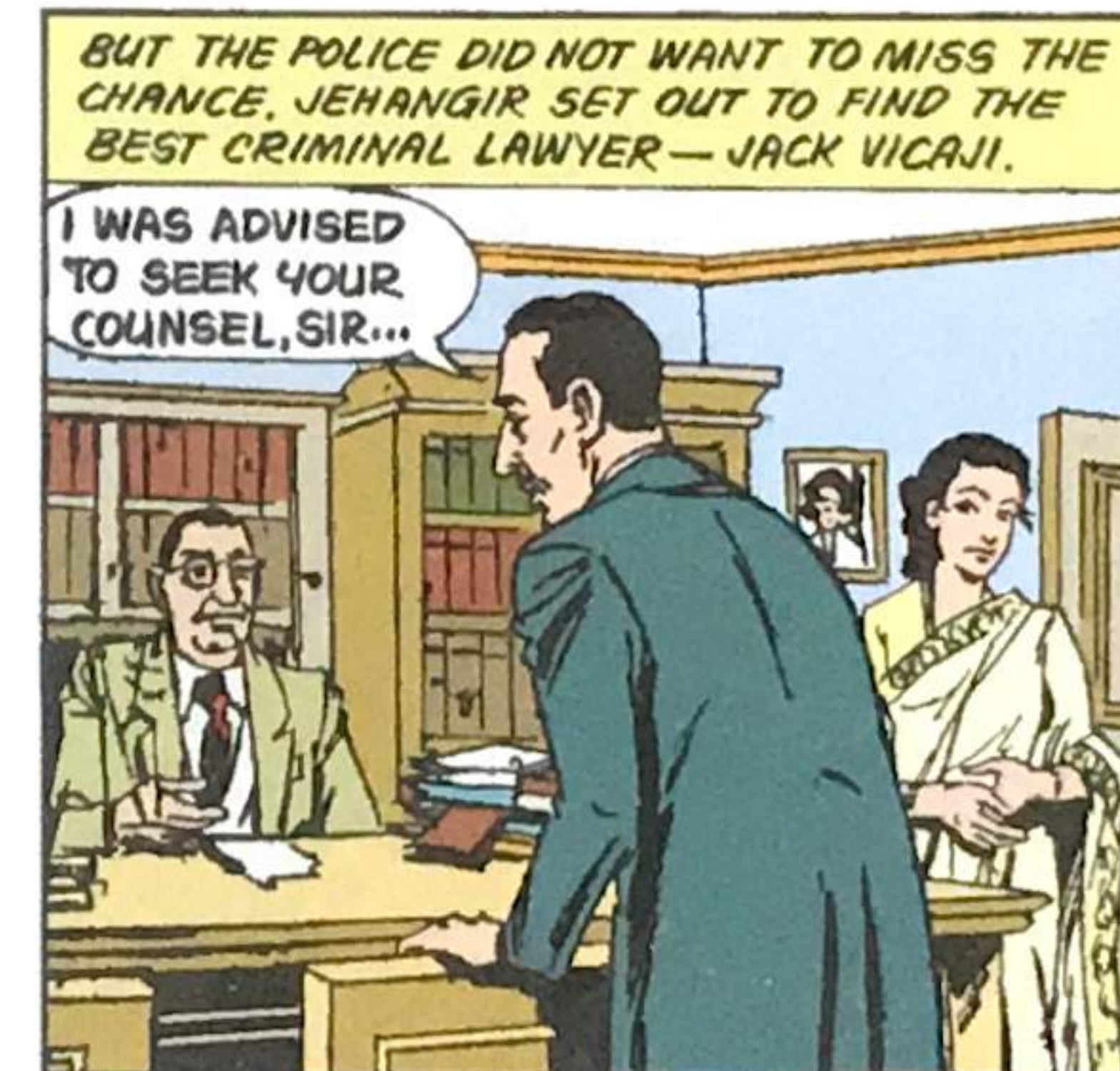
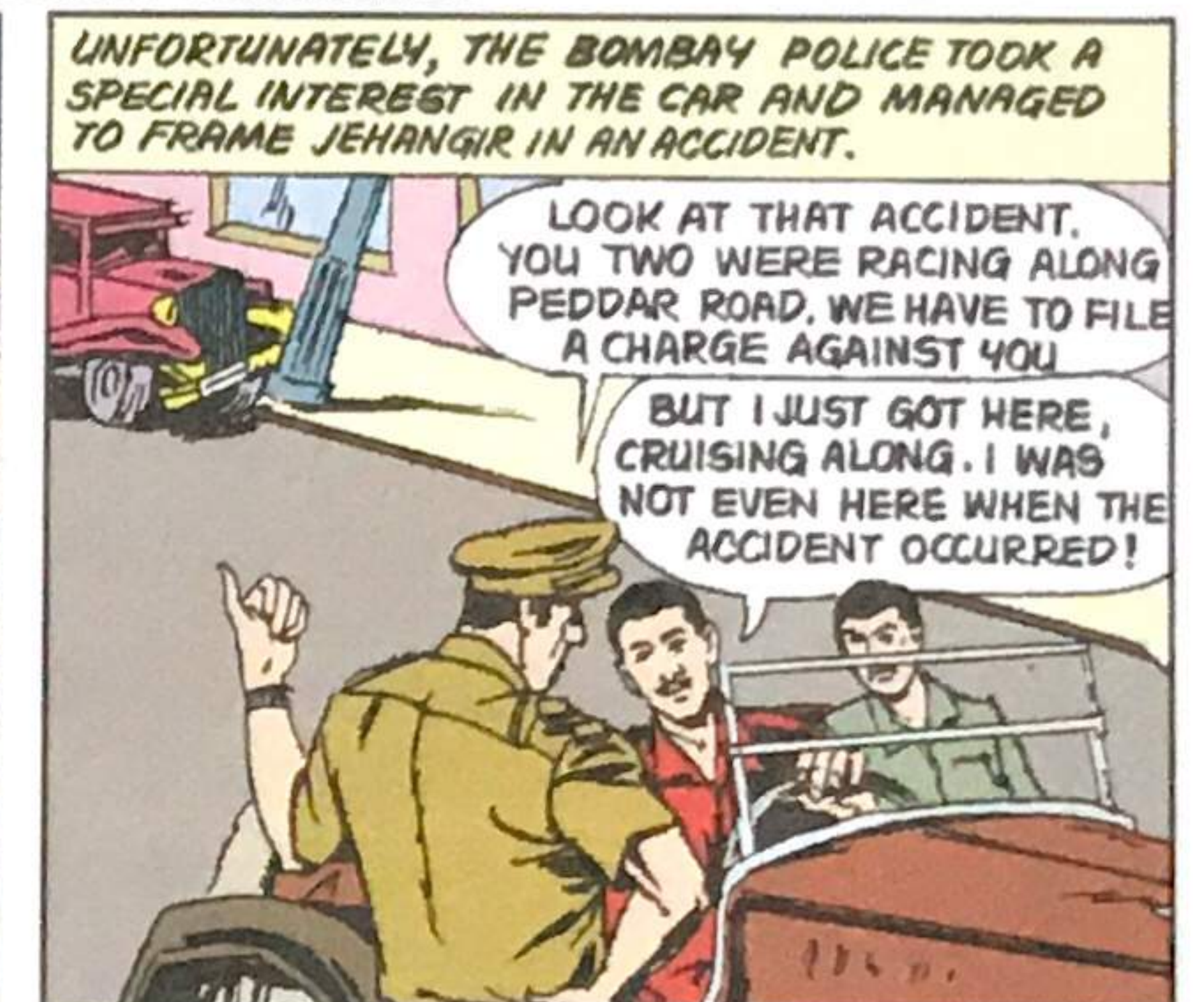
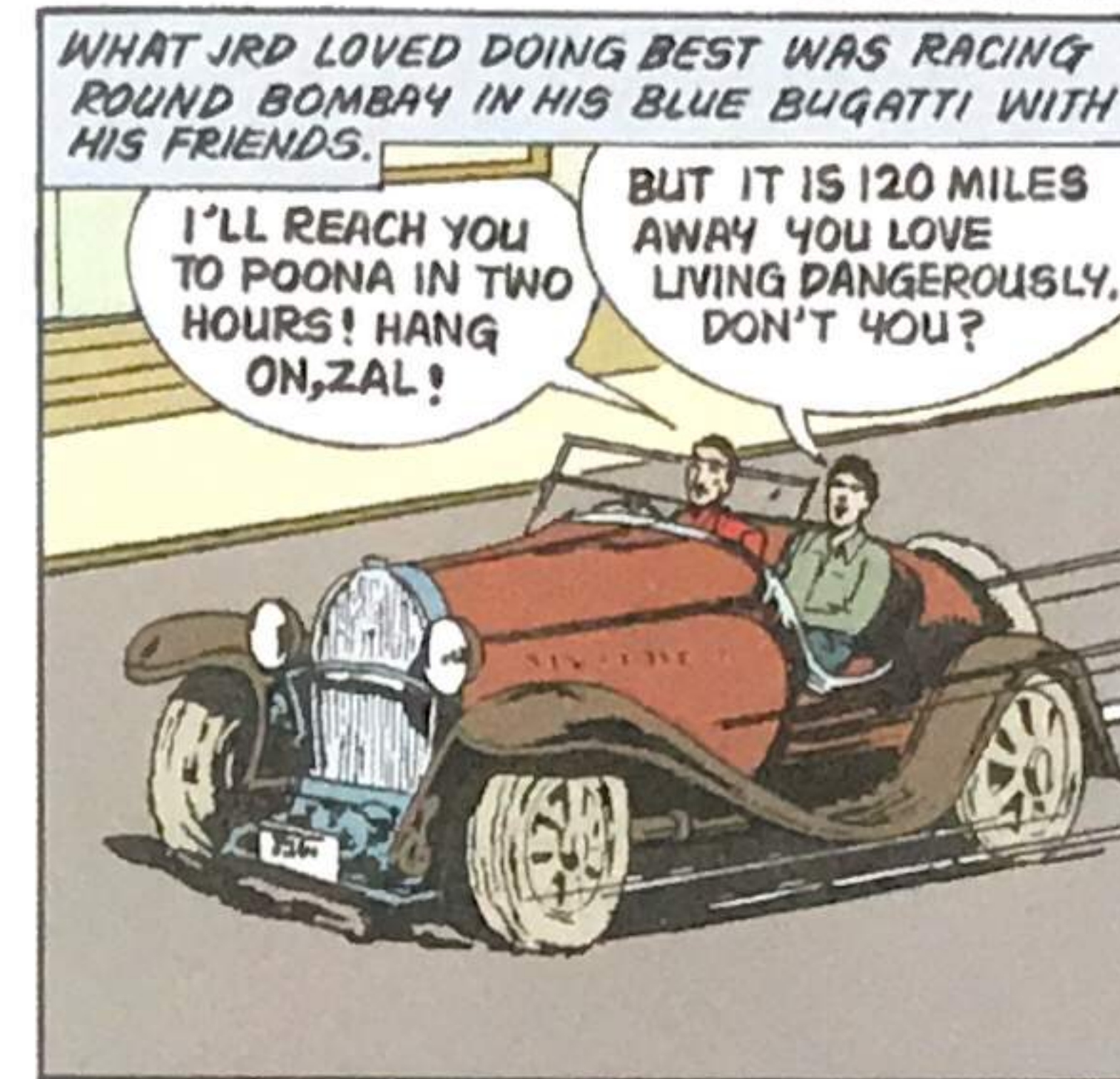




BUT IN HIS PERSONAL RED LEATHER NOTEBOOK HE WROTE POEMS OF HIS FAVOURITE FRENCH AND ENGLISH POETS.

*O Mort, vieux capitaine, il est temps! Levons l'ancre
Ce pays nous ennuit, ô Mort! Appareillons!
Si le ciel et la mer sont nous comme de l'eau
Nos cœurs, que tu connais sont remplis de regret
Verse nous ton poison pour qu'il nous reconforte
Nous routons, tout ce feu, nous brûle le cœur
Payer au fond du gouffre, tu parais bien, qu'importe
Au fond de l'inconnu pour trouver du nouveau
Baudelaire
(Le voyage - Les Plaisirs du Mal)*

To be kind to all, to like many and love
a few, to be needed and wanted by those we love,
is the nearest we can come to happiness.



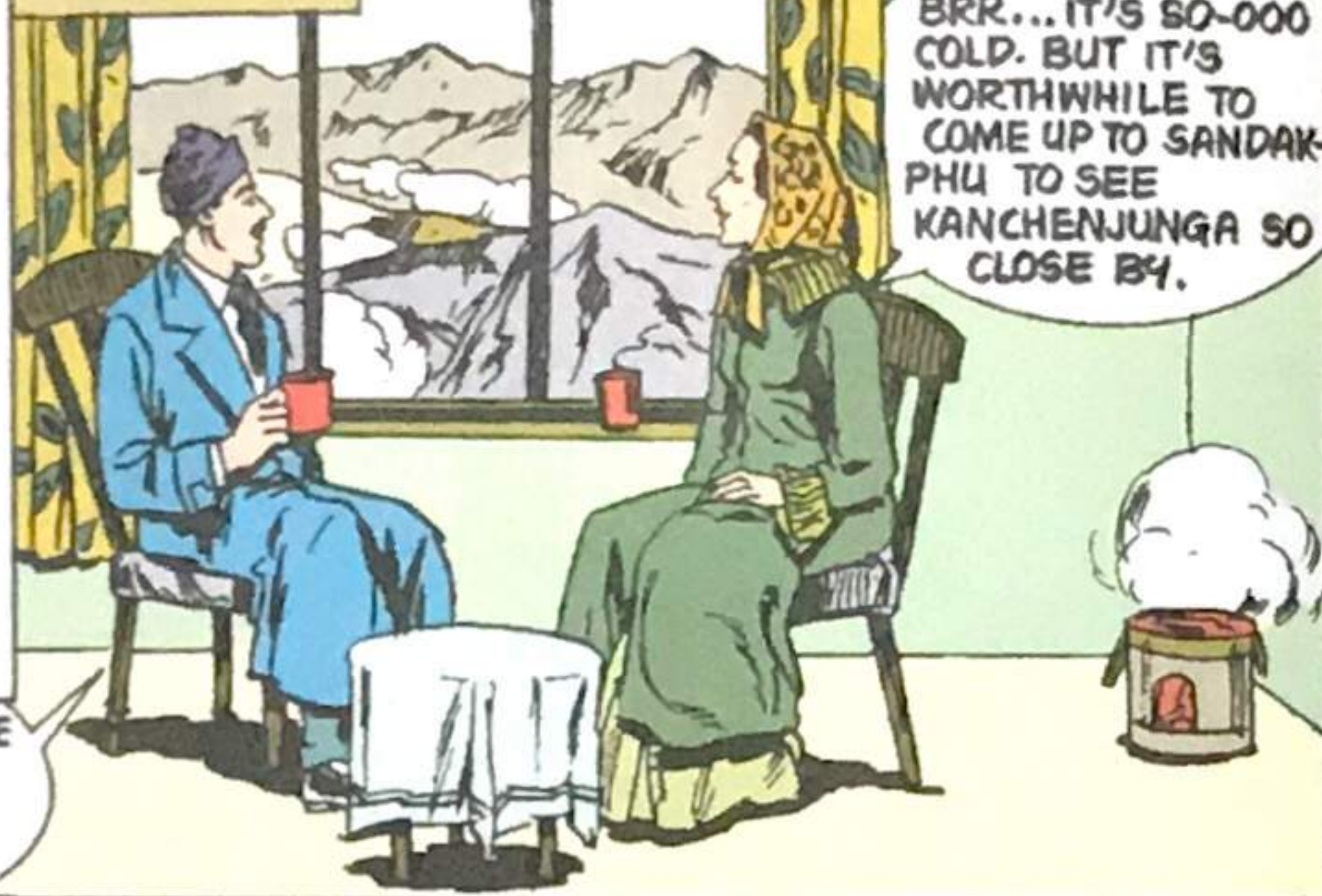
JEHANGIR WAITED FOR BOBBY TO WITHDRAW AND LEAVE THEM ALONE.

WOULD YOU LIKE TO SEE A FILM?
BUT I HAVE NO MONEY.
HERE YOU ARE!

JRD'S VISITS WERE VERY PROFITABLE FOR BOBBY AND SOON HE BEGAN COLLECTING HIS DUES AT THE VERY DOOR!

YES, IT IS BEAUTIFUL! AS FOR THE COLD WE HAVE THE FIRE TO WARM US AND WE CAN STUFF NEWSPAPER INSIDE OUR COATS FOR INSULATION.

ON DECEMBER 15, 1930, THELLY AND JEHANGIR WERE MARRIED AND CHOSE TO GO TO DARJEELING FOR THEIR HONEYMOON.



BRR... IT'S SO-000 COLD. BUT IT'S WORTHWHILE TO COME UP TO SANDAKPHU TO SEE KANCHENJUNGA SO CLOSE BY.

ON A BITTERLY COLD DAY, THEIR CAR WAS STOPPED BY THE POLICE FOR OVER AN HOUR, TO CLEAR THE ROAD FOR THE GOVERNOR OF BENGAL.

HOW ATROCIOUS TO MAKE PEOPLE WAIT SO LONG. WHO DOES THE GOVERNOR THINK HE IS!

JUST LET HIM COME! YOU BLOCK THE WAY AND I'LL GIVE HIM A PIECE OF MY MIND.



WHEN STANLEY JACKSON, THE GOVERNOR, ARRIVED —

WHO THE HELL DO YOU THINK YOU ARE, KEEPING FIVE HUNDRED PEOPLE WAITING IN THE COLD.

YES, TELL US...



THELLY FORGOT HER ROLL OF BLOCKING THE WAY AND THE GOVERNOR GOT AWAY! THIS WAS JRD'S ONLY DIRECT INVOLVEMENT WITH THE BRITISH. THOUGH OPPOSED TO FOREIGN RULE, JRD DID NOT ACTIVELY TAKE PART IN THE FREEDOM MOVEMENT. FOR THELLY JEH WAS THE CENTRE OF HER LIFE.

I HAVE MADE THE MUTTON CUTLETS SMOOTH AS YOU LIKE THEM. DO HAVE SOME MORE!

THANK YOU, MY DEAR, YOU ALWAYS THINK OF ME.



FOR JEH, THE RESPONSIBILITY OF HIS YOUNGER BROTHERS STILL WEIGHED ON HIM.

JEH, DARAB IS REFUSING TO GO BACK TO HIS BOARDING SCHOOL.

WE'LL HAVE TO DRAG HIM TO THE STATION SYLLA, AS USUAL.



LITTLE JIMMY WAS A STRAPPING TEENAGER WITH BLOND HAIR AND AN ADVENTUROUS STREAK.

JEH, BOBBY AND I HAD A REAL LARK! WE STOLE A LIMOUSINE AND HAD A GREAT RIDE BUT WE KEPT IT BACK.

WHAT? A TATA HIJACKING A CAR! HOW DARE YOU!



TO CAJOLE HIS ELDER BROTHER, JIMMY LIFTED THE THIN JRD IN HIS ARMS AND BEGAN TO ROCK HIM.



JEHANGIR GAVE HIM SUCH A BLOW THAT JIMMY FELL FLAT.

JRD WAS SHOCKED AND REMORSEFUL.

O MON PETIT FRERE!
O MY LITTLE BROTHER!
WHAT HAVE I DONE TO YOU!



AFTER A WHILE, JIMMY RECOVERED, OPENED HIS EYES, AND JEHANGIR CONTINUED HIS SCOLDING!

HOW CAN YOU, A TATA BEHAVE THUS...

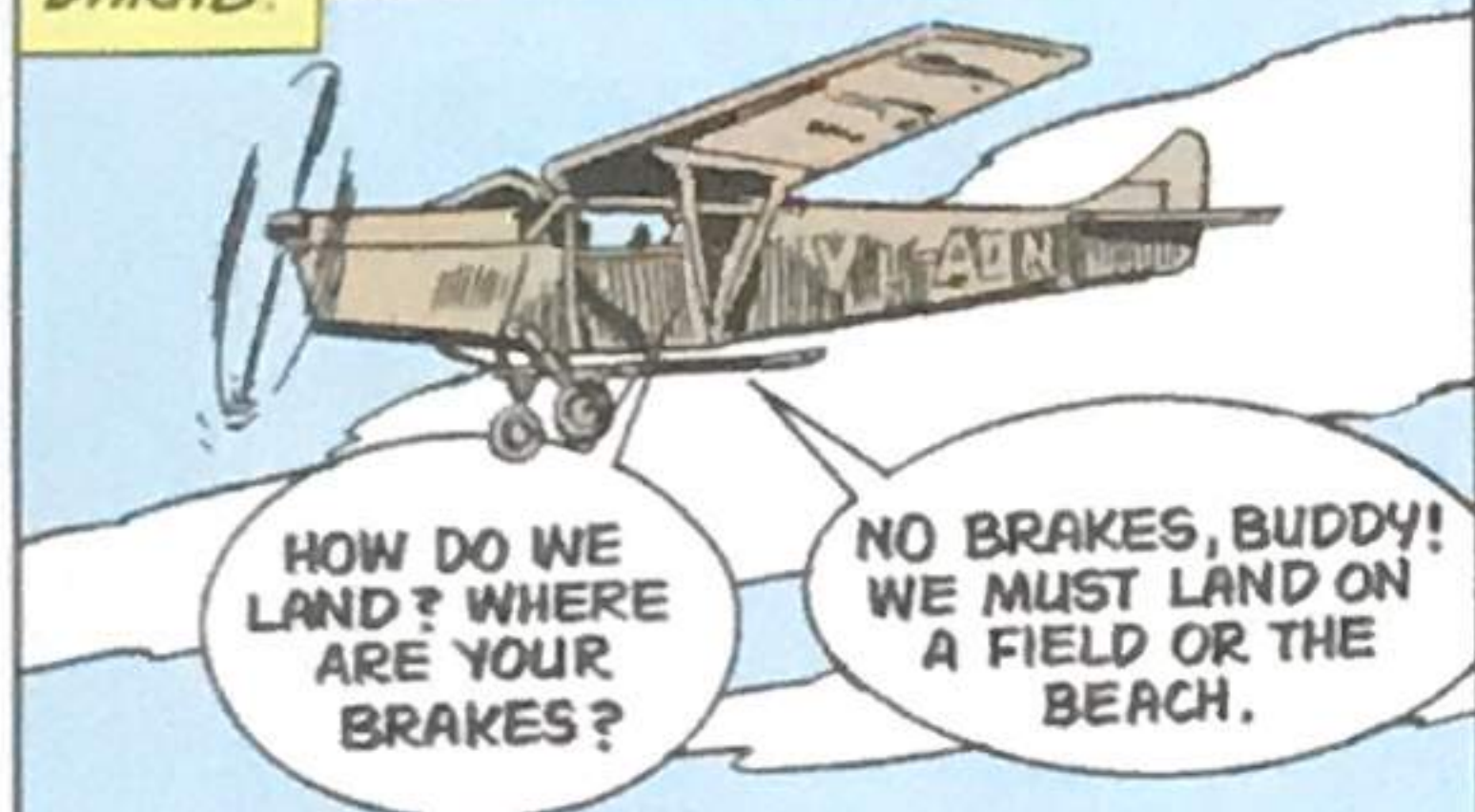


IN 1929 A FLYING CLUB WAS OPENED IN BOMBAY. AT ONCE JEHANGIR JOINED AND LEARNT TO FLY. TWELVE DAYS LATER HE RECEIVED HIS FLYING LICENCE.

HOW THRILLING IT IS TO RECEIVE THIS BLUE AND GOLD CERTIFICATE. IT'S NUMBER ONE IN INDIA.



WITHIN THREE MONTHS, JRD WAS IN LONDON TO BUY A PLANE. NOW HE WAS THE ONE TO OFFER JOY RIDES TO PEOPLE INCLUDING HIS BROTHER, DARAB.



ON 19TH NOVEMBER 1929 THERE WAS EXCITING NEWS IN THE LONDON TIMES.

Prize for England-India Flight

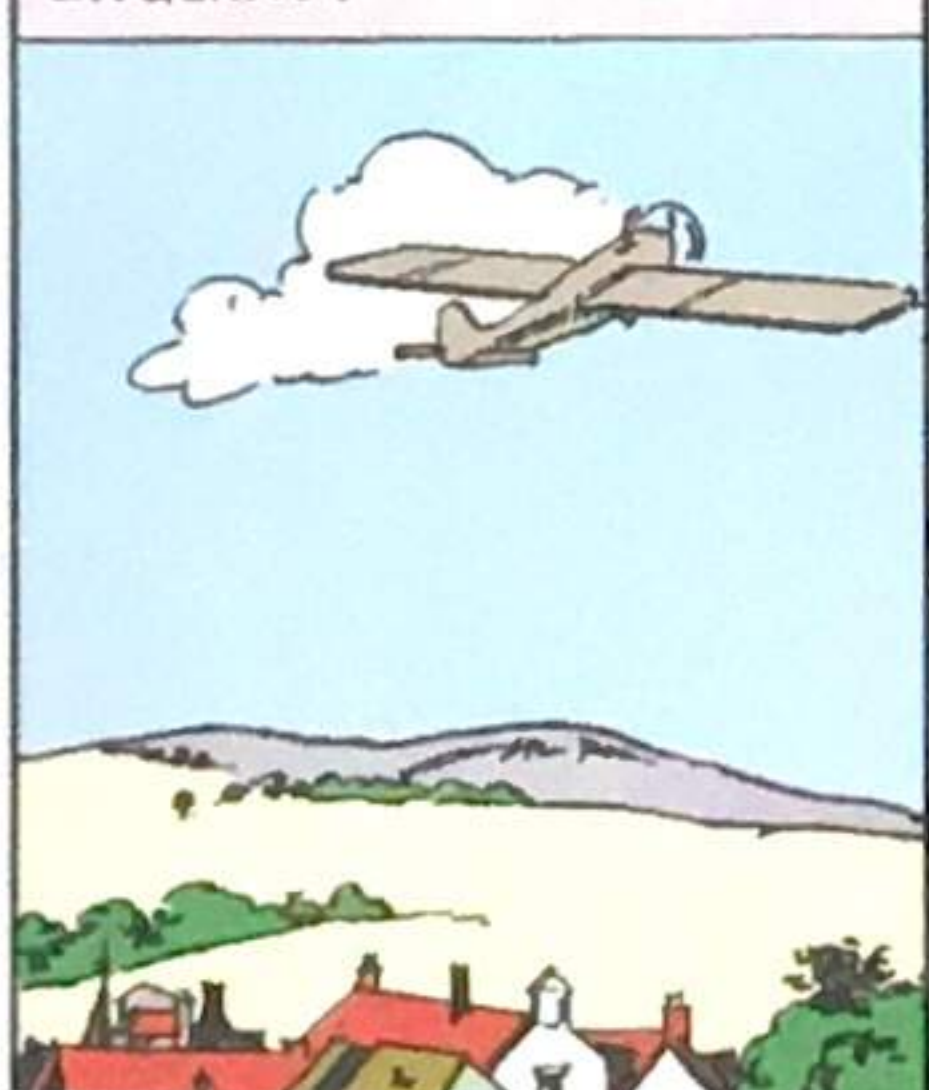
The Aga Khan has offered through the Royal Aero Club, a prize of \$500 for the first flight from England to India or vice-versa by an Indian. It must be a solo flight completed within six weeks. The prize will remain open for one year from January 1930.

ONLY THREE ADVENTUROUS SOULS TOOK UP THE CHALLENGE.

MR MANMOHAN SINGH, WHO CALLED HIS PLANE 'MISS INDIA'.



ASPI ENGINEER, AN 18-YEAR-OLD LAD STARTING FROM ENGLAND.



26-YEAR-OLD JRD, STARTING FROM KARACHI.



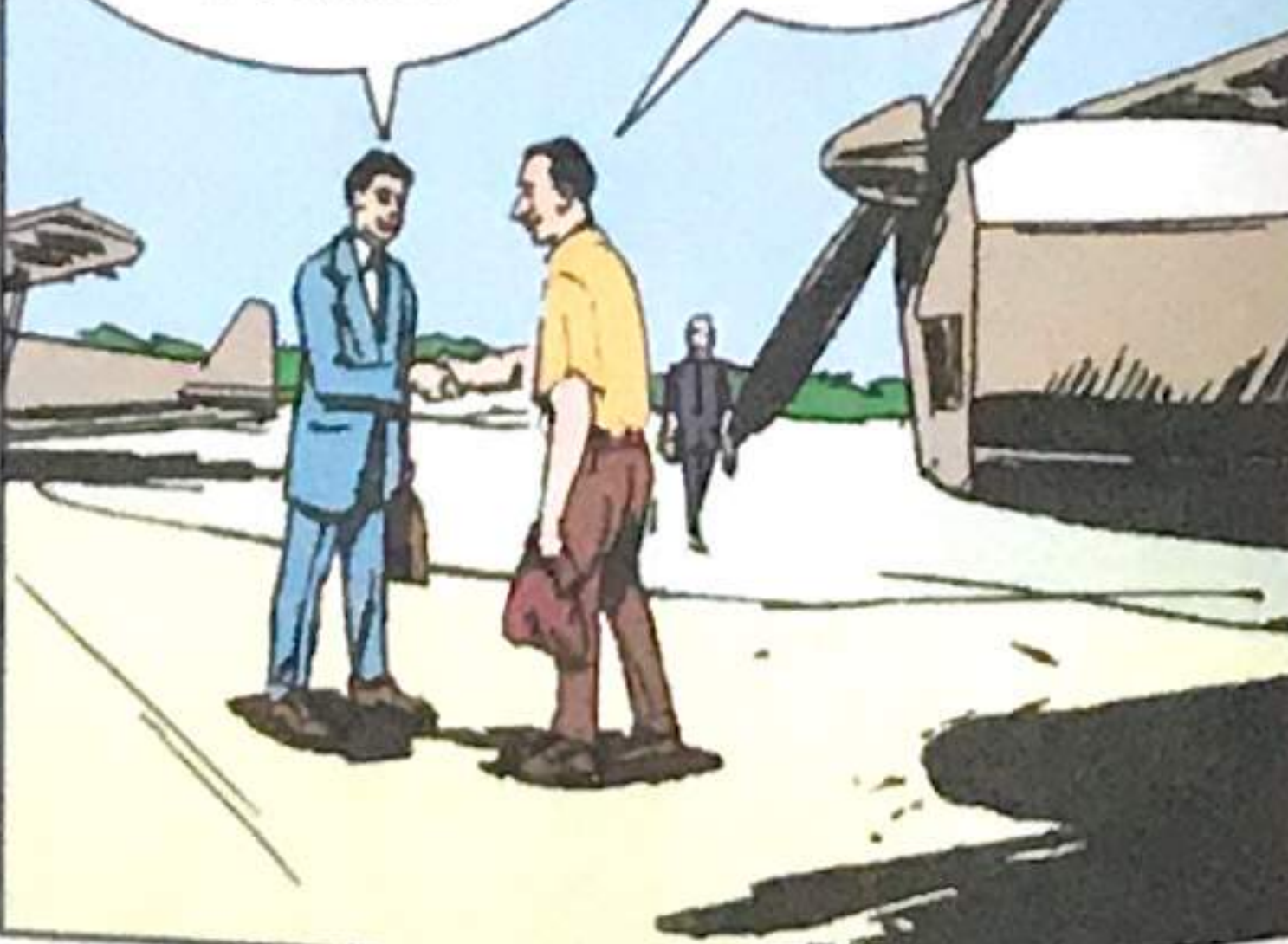
JRD TOOK OFF FROM KARACHI ON 3RD MAY, 1930, AND VIA GWADAR, JASK, BASRA, AND GAZA — WHERE HE MET MANMOHAN SINGH — LANDED AT ALEXANDRIA.



INDEED, IT WAS THE YOUNG LAD.

HELLO! YOU MUST BE JEANGIR TATA. I'M WAITING FOR SOME SPARE PLUGS FOR MY PLANE.

I'VE EIGHT SPARE. I CAN LEND YOU SOME.



THANKS! HOW SPORTING OF YOU. HERE, YOU MUST TAKE MY MAE WEST LIFE JACKET IN EXCHANGE.

IF YOU INSIST!



LATER WHEN JRD LANDED AT NAPLES AIRPORT, IN ITALY, HE REALISED WITH A SHOCK THAT HE COULD NOT FLY OFF FROM THERE BEFORE 6-00 A.M. SINCE IT WAS A MILITARY AIRFIELD.

BY THE TIME JRD REACHED PARIS, ASPI HAD LANDED IN KARACHI. WHEN JRD RETURNED TO INDIA ASPI WAS AT THE AIRPORT TO WELCOME HIM WITH A TROOP OF SCOUTS AND A MEDAL.

HOW GALLANT OF YOU! I'M TOUCHED!



BUT FLYING WAS NOT JUST AN ADVENTURE FOR JRD WITH NEVILL VINTCENT OF THE ROYAL AIR FORCE, HE WAS PLANNING AHEAD.

THE IMPERIAL SERVICE OF ENGLAND PLANS TO START A FLIGHT FROM LONDON TO KARACHI.

WE SHOULD PROPOSE TO START A FLIGHT FROM KARACHI TO BOMBAY.



IT WAS JOHN PETERSON WHO PERSUADED SIR DORAB, CHAIRMAN OF TATA SONS, TO CONSIDER JRD'S PROPOSAL TO START AN AIRLINE.

LET THE YOUNG MAN DO IT. IT DOES NOT COST MUCH.

HMM! THE INITIAL INVESTMENT IS 200,000 RUPEES.



BETWEEN 1929 AND THE END OF 1931, THERE WAS ENDLESS CORRESPONDENCE BETWEEN TATAS AND THE GOVERNMENT FOR PERMISSION TO START AN AIRLINE. JRD WAS GETTING FED UP.

I THINK THE GOVERNMENT IS TREATING US SHABBLI. PLEASE FIND OUT IF THEY INTEND TO SAY YES OR NO WITHIN THE NEXT 100 YEARS.



AS SOON AS GOVERNMENT APPROVAL WAS RECEIVED JRD WENT TO ENGLAND TO PURCHASE TWO PUSHS MOTHS.

HOW DO YOU PROPOSE TO TAKE THEM?

I'LL FLY ONE BACK MYSELF.



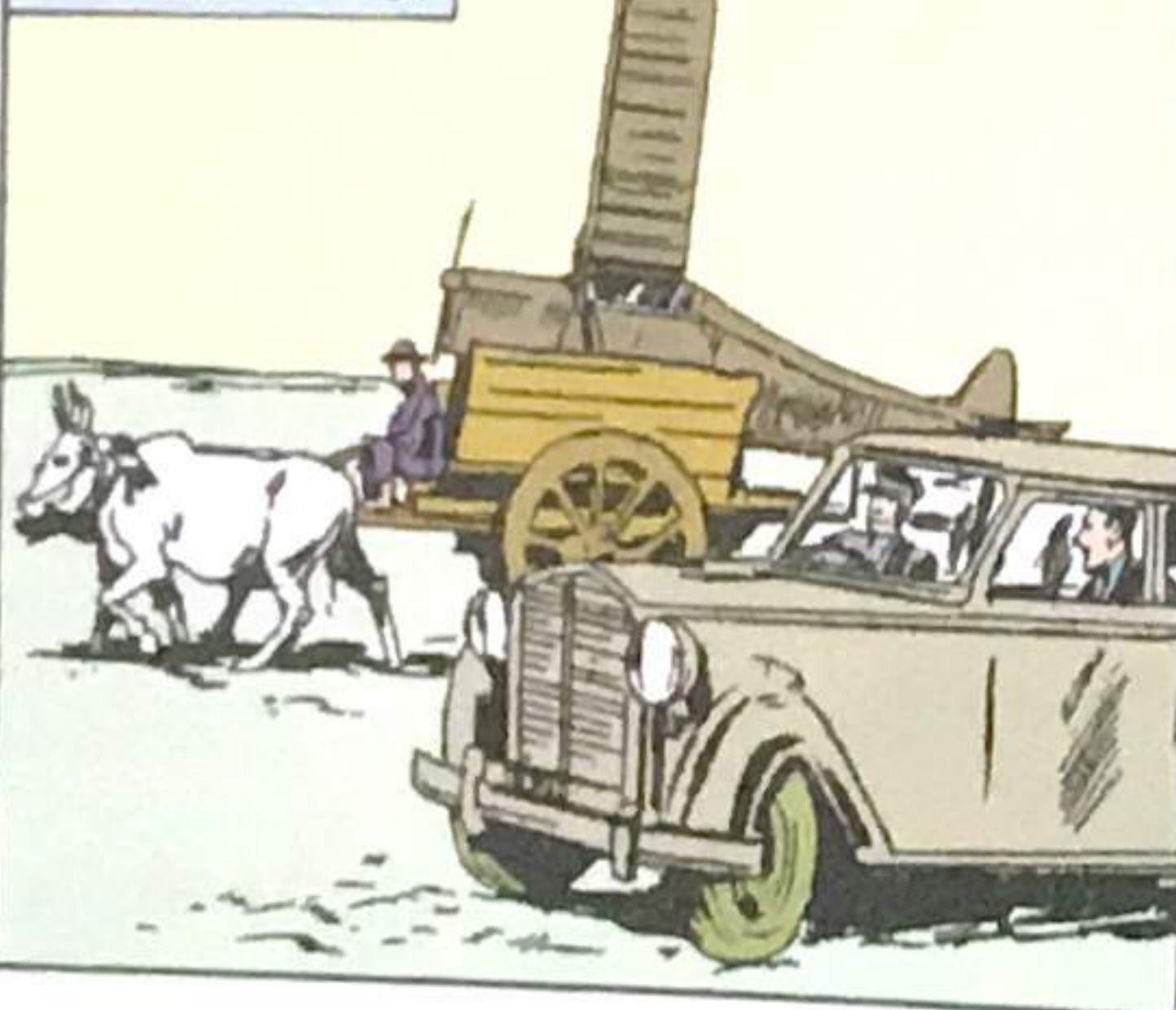
JRD AND THELLY FLEW TO NAPLES EN ROUTE TO INDIA IN THE BRAND NEW PLANE.



BUT JRD WAS SUFFERING FROM HIGH FEVER AND HAD TO RETURN BY SHIP.



AT BOMBAY, THE 'BAGGAGE' WAS UNLOADED AND TRANSPORTED BY BULLOCK CART TO JUHU MUD FLATS.



ON AN EXCITING MORNING ON OCTOBER 15, 1932, JEHANGIR SOARED JOYFULLY FROM KARACHI WITH THE FIRST PRECIOUS LOAD OF MAIL.



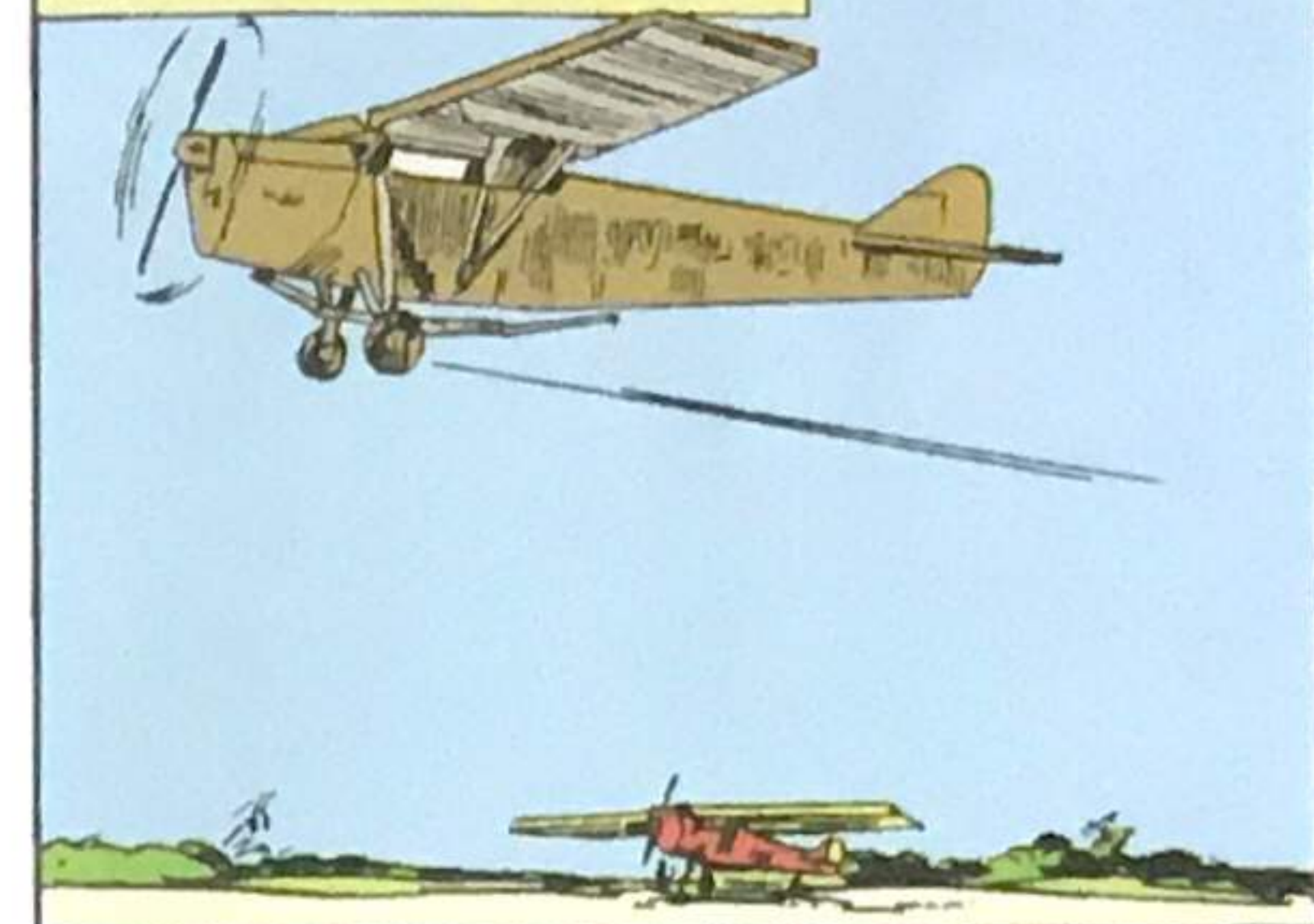
FLYING AGAINST HEAD WINDS AT A DAZZLING SPEED OF A HUNDRED MILES AN HOUR, HE REACHED AHMEDABAD.



AT 1-50 P.M. HE TOUCHED DOWN AT BOMBAY WHERE THE POSTMASTER OF BOMBAY HAD COME TO RECEIVE THE MAIL. ALSO PRESENT WERE THELLY AND NEVILL VINTCENT.



WITHIN MINUTES OF HIS LANDING, NEVILL VINTCENT CLIMBED ABOARD THE SECOND PUSS MOH WITH MAIL FOR MADRAS AND BELLARY. TATA AIR MAIL SERVICE HAD STARTED.



THERE WAS NO AERODROME AT BOMBAY, NO NAVIGATION OR LANDING GEAR AND NO RADIO. YET, THE TATA AIR MAIL SERVICE WAS ALWAYS PUNCTUAL.



TATA AIRLINES MADE A PROFIT AND BEGAN TO EXPAND BUT IT WAS TOUGH DURING THE MONSOONS, ONE NIGHT, JRD MADE A FORCED LANDING AT BELLARY EN ROUTE TO BOMBAY.



IN 1936, THE ALL UP EMPIRE MAIL SERVICE WAS LAUNCHED AND TATA AIRLINES MADE A LOT OF MONEY CARRYING MAIL. OCCASIONALLY A PASSENGER WAS ALLOWED.



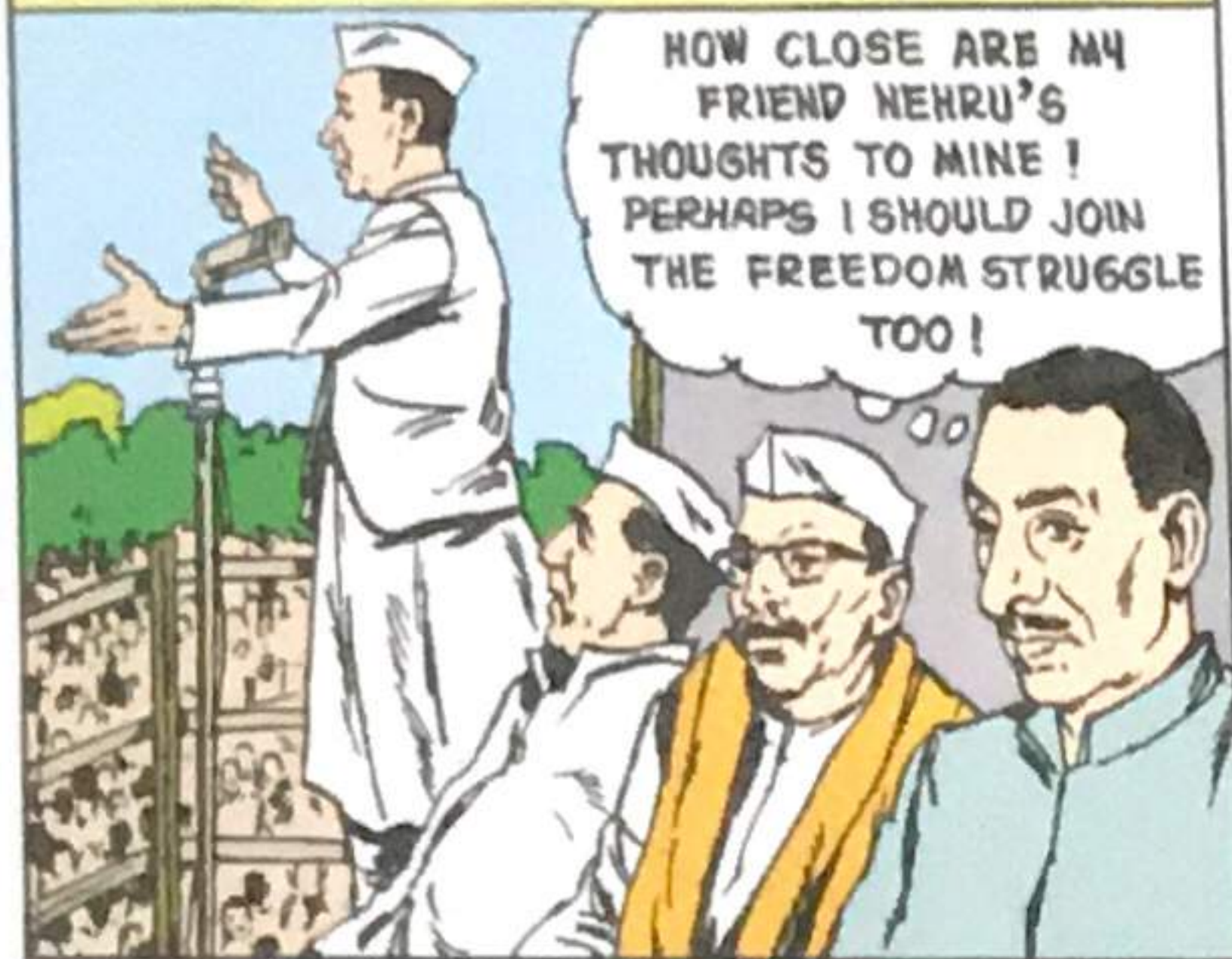
JIMMY WHO WAS AN EXCELLENT FLYER WAS KILLED IN A PLANE CRASH IN 1936 WHILE FLYING WITH HIS FRIEND. HIS DEATH WAS A BIG BLOW TO JRD.



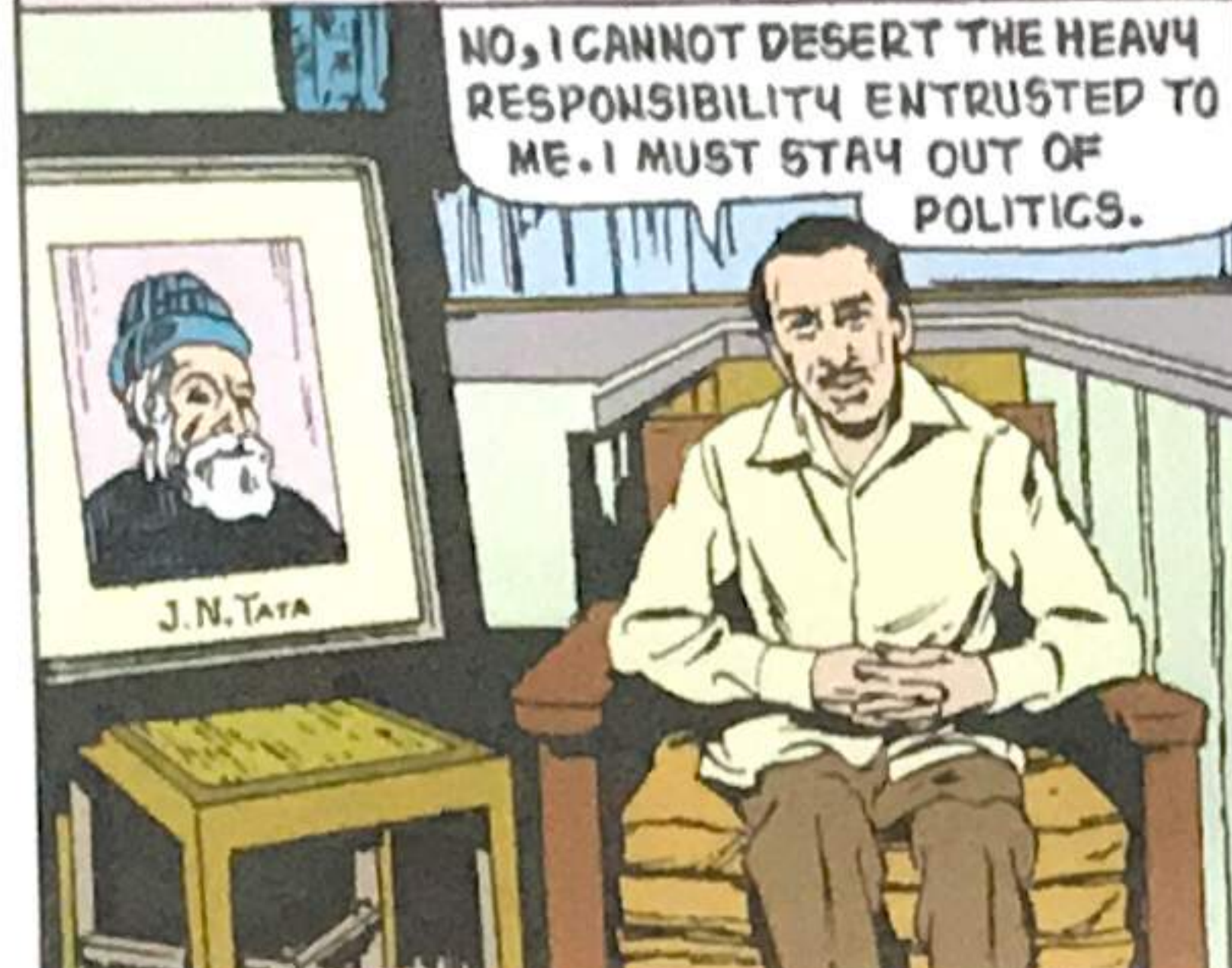
IN 1938, SIR NOWROJI SAKLATVALA, CHAIRMAN OF TATA SONS, EXPIRED. AT THE AGE OF 34, JRD BECAME THE HEAD OF THE HOUSE OF TATA.



IN 1942, JRD ATTENDED THE QUIT INDIA SESSION OF THE INDIAN NATIONAL CONGRESS IN BOMBAY.



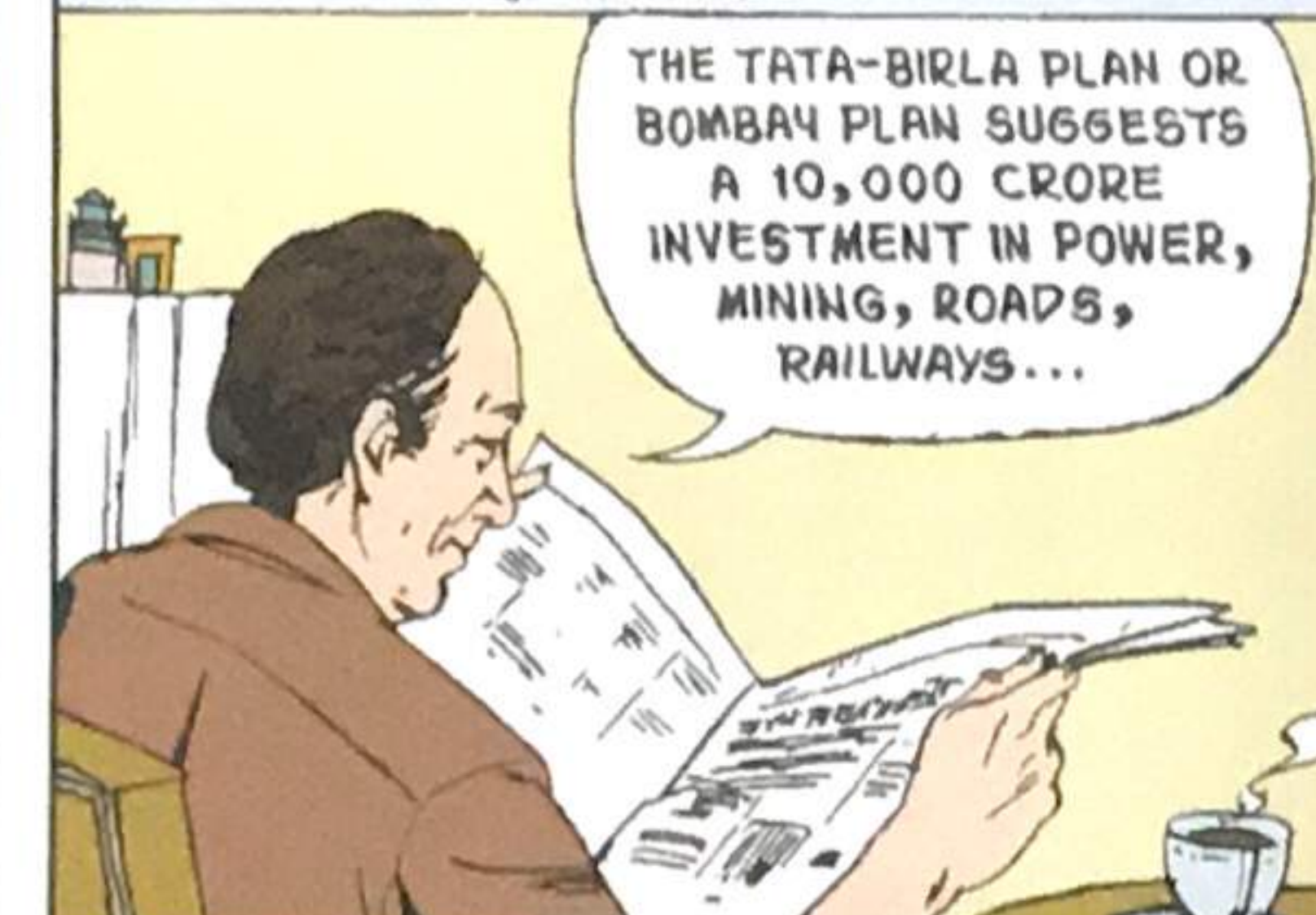
HE WAS TORN BETWEEN HIS RESPONSIBILITY TO TATAS AND PARTICIPATION IN THE FREEDOM STRUGGLE.



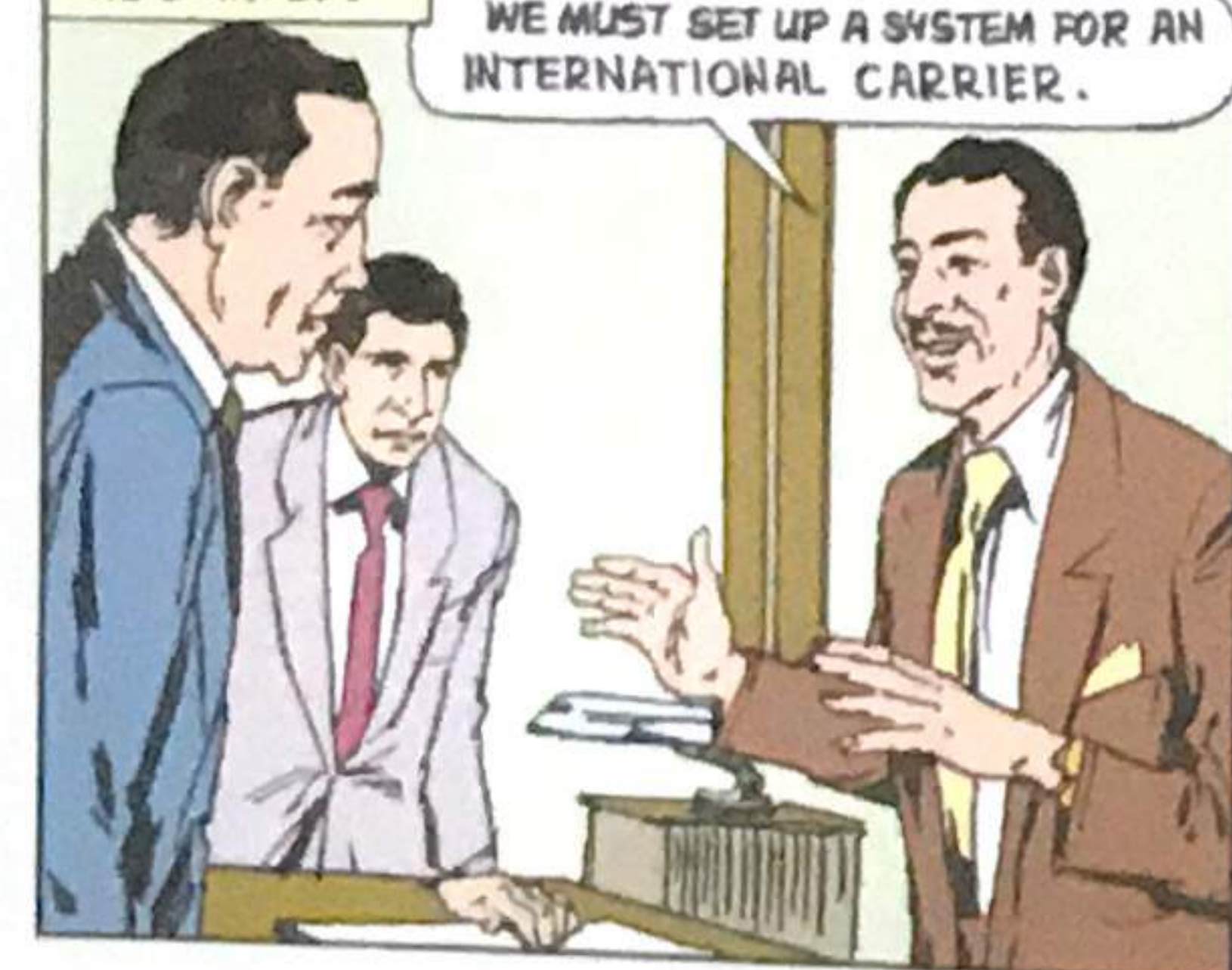
HE FELT HE COULD DO MORE FOR THE COUNTRY IN BUSINESS AND INDUSTRY.



INVITING G.D. BIRLA, SIR SHRI RAM, KASTURBAI LALBAI AND SIR PURSHOTTAMDAS THAKURDAS, HE SPEARHEADED THE BOMBAY PLAN ANNOUNCED IN JANUARY '44.



BY 1947, THE AGE OF PASSENGER TRAVEL ARRIVED IN INDIA. A JOINT VENTURE BETWEEN THE GOVERNMENT AND TATA-AIR INDIA INTERNATIONAL WAS STARTED.



THE INAUGURAL FLIGHT FROM BOMBAY TO LONDON WAS IN 1948 WITH MR AND MRS JRD TATA AMONG OTHERS ON BOARD. RODABEN AND SYLLA WATCHED PROUDLY—



AT LONDON THE FIRST TO STEP OUT OF THE PLANE WAS JRD.



AFTER THE EXHILARATING EXPERIENCE CAME THE ONEROUS BUSINESS OF RUNNING AN INTERNATIONAL AIRLINE.



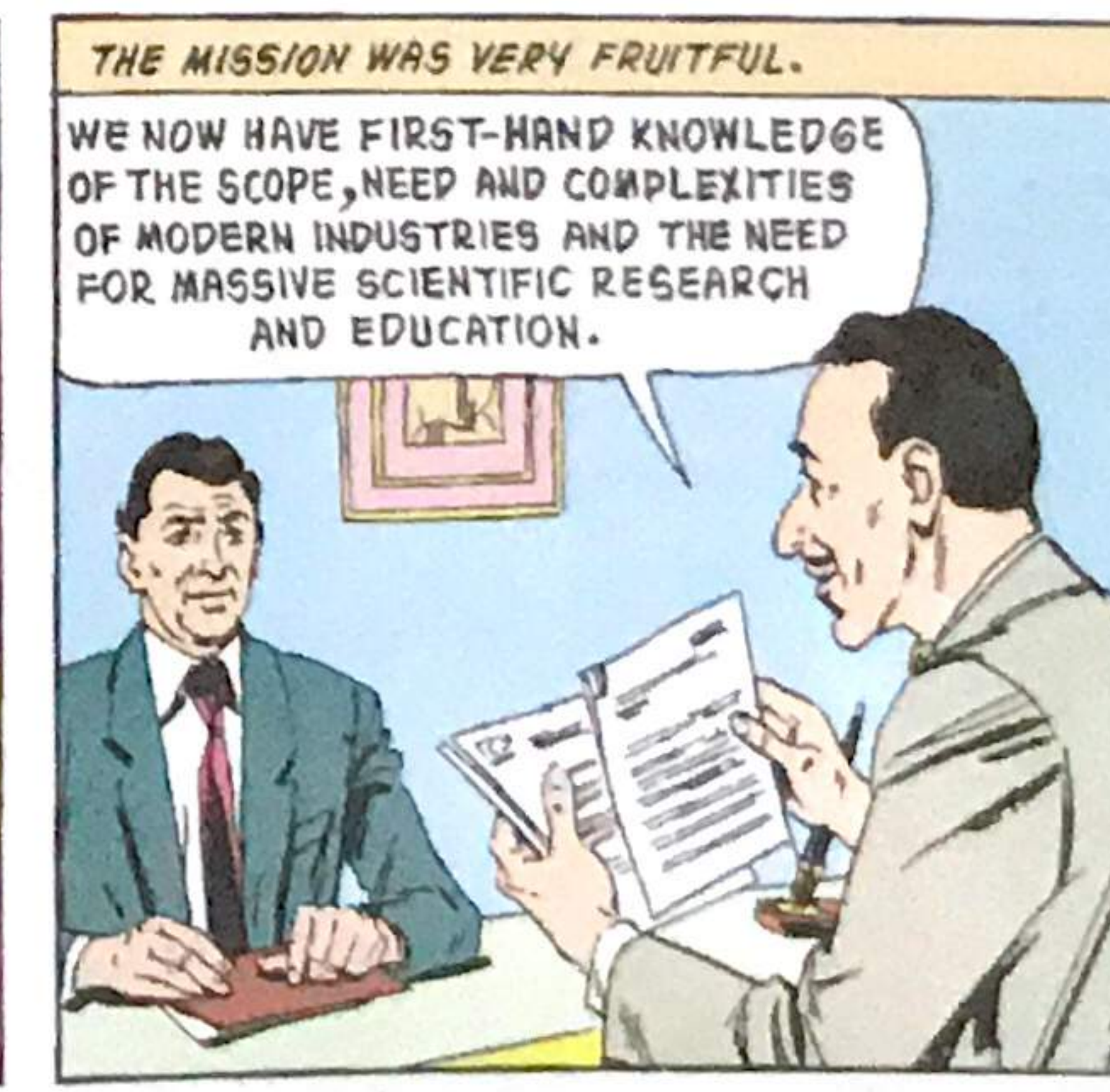
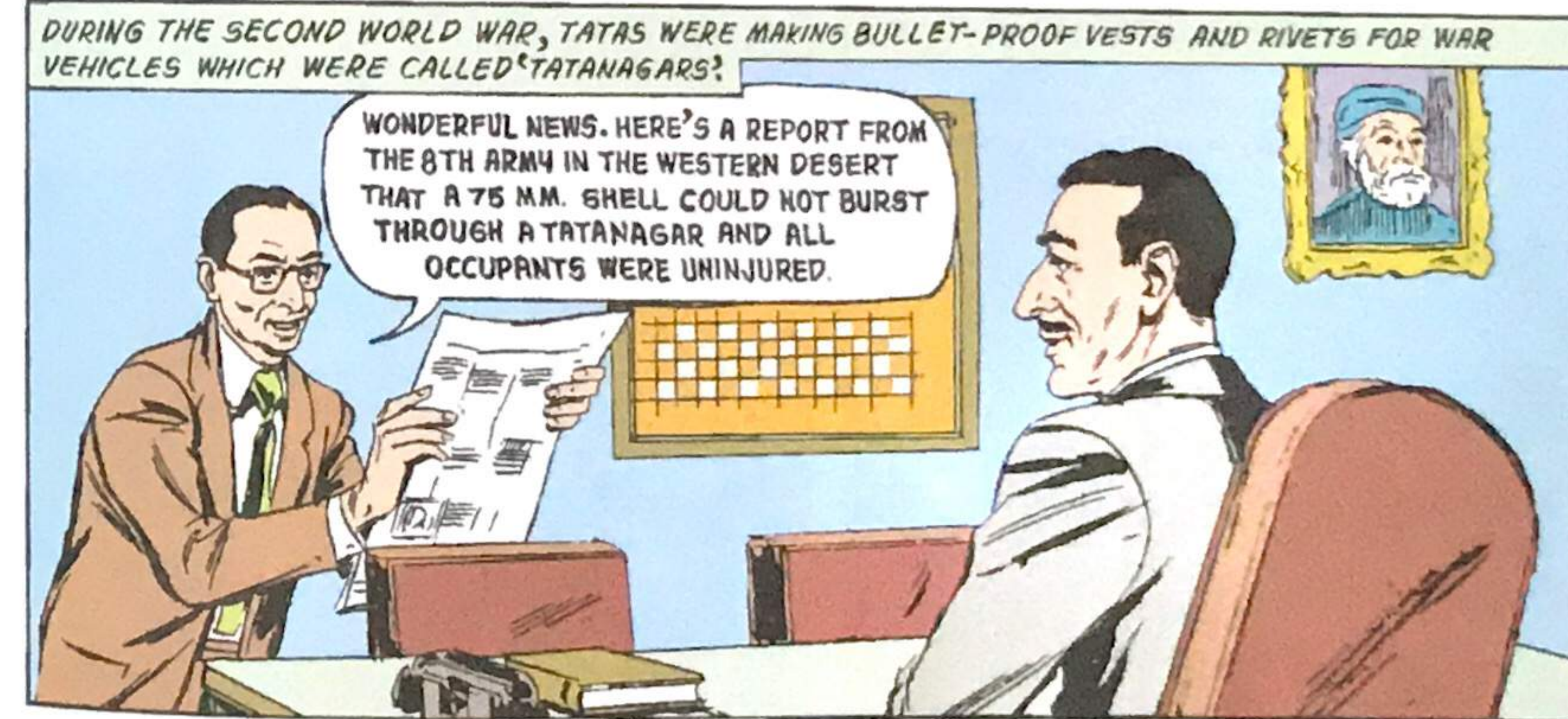
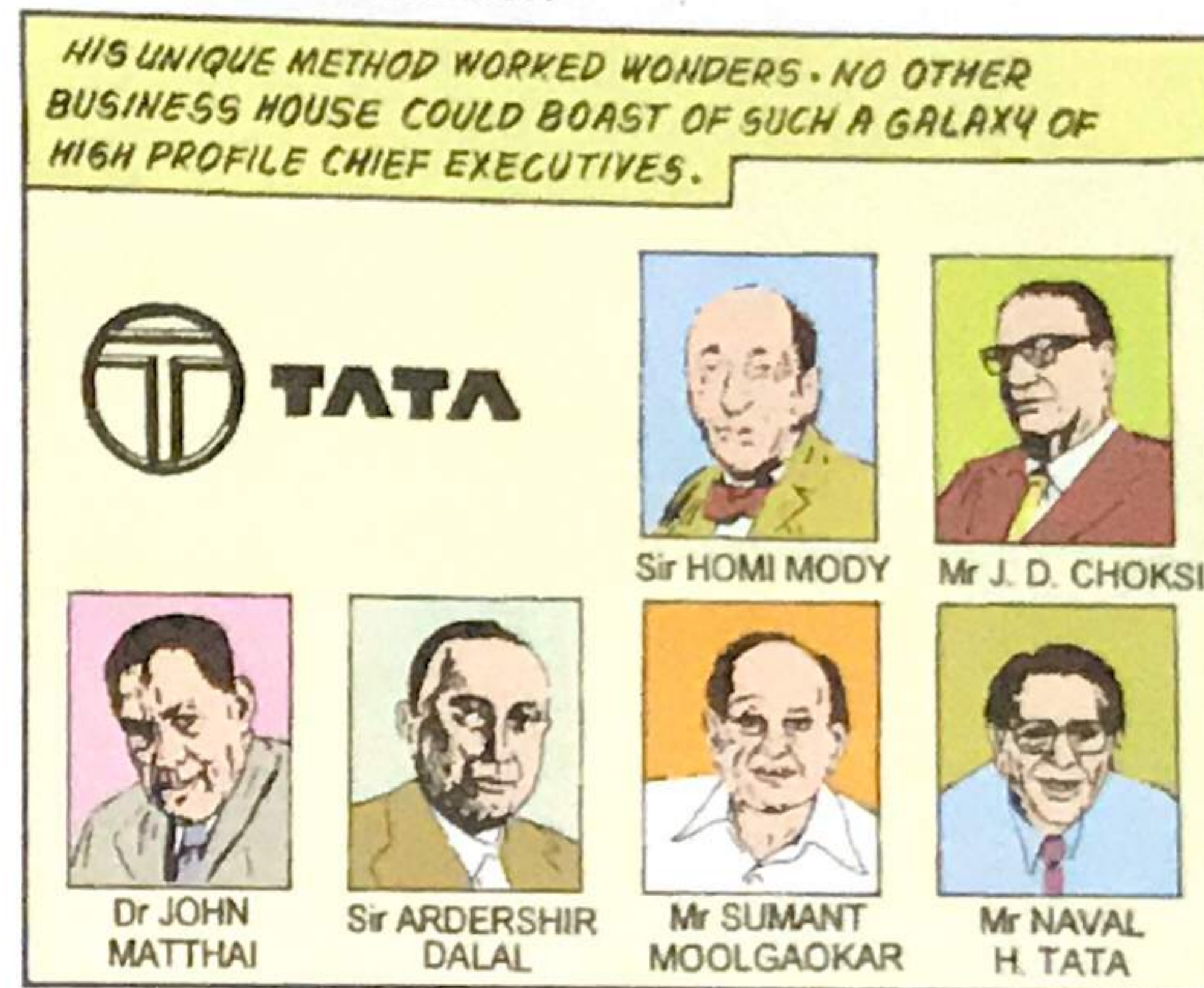
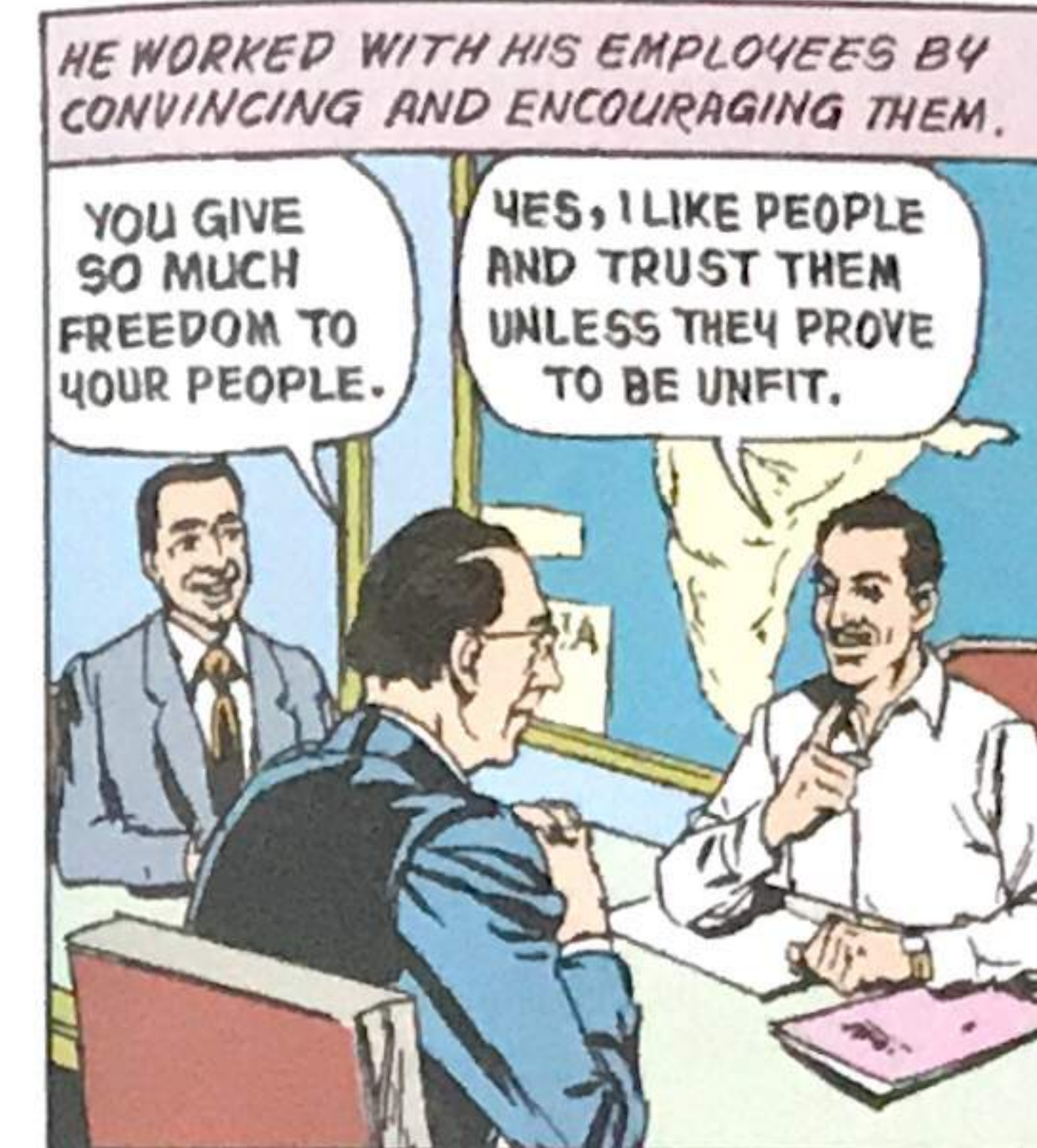
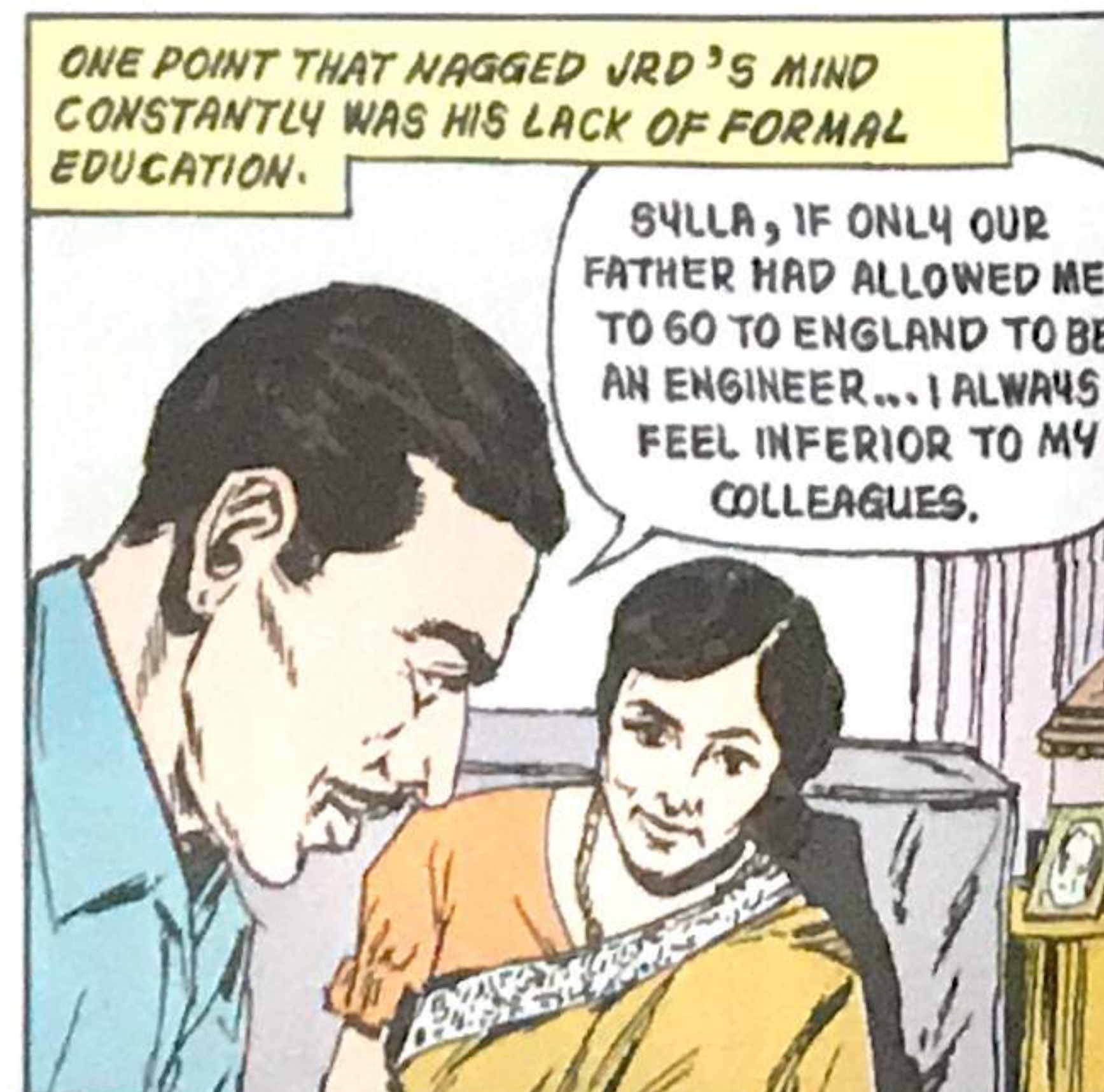
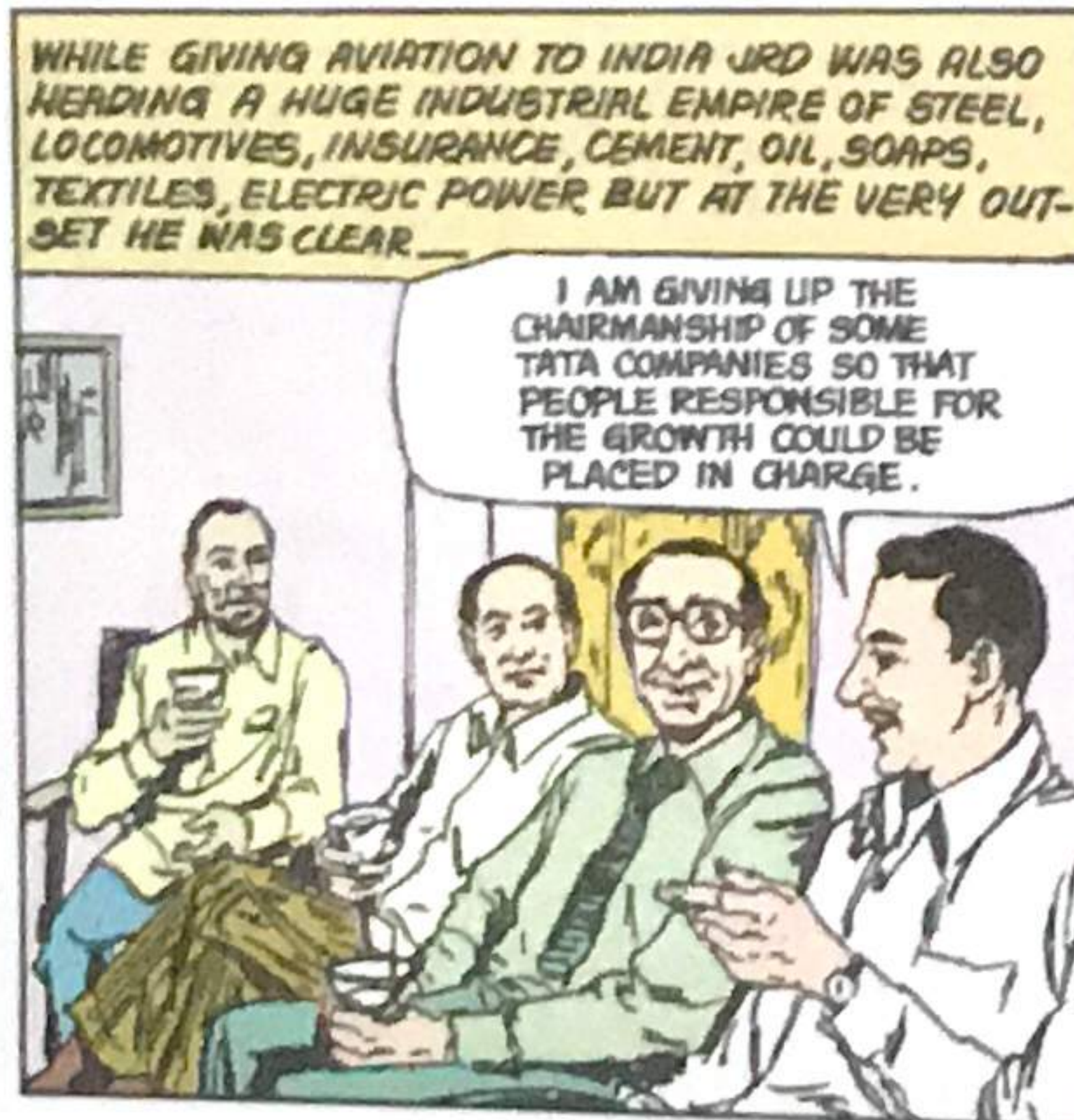
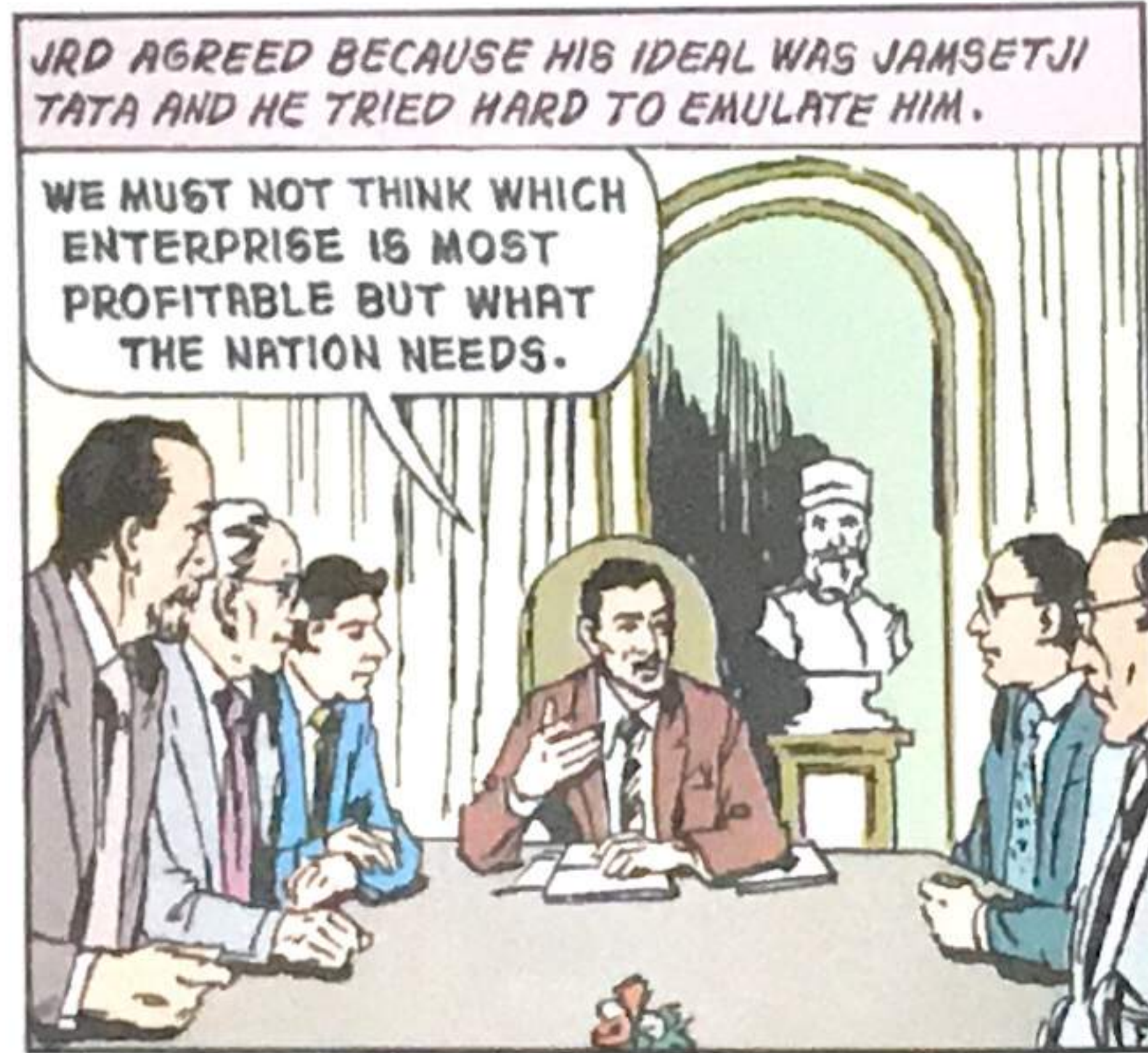
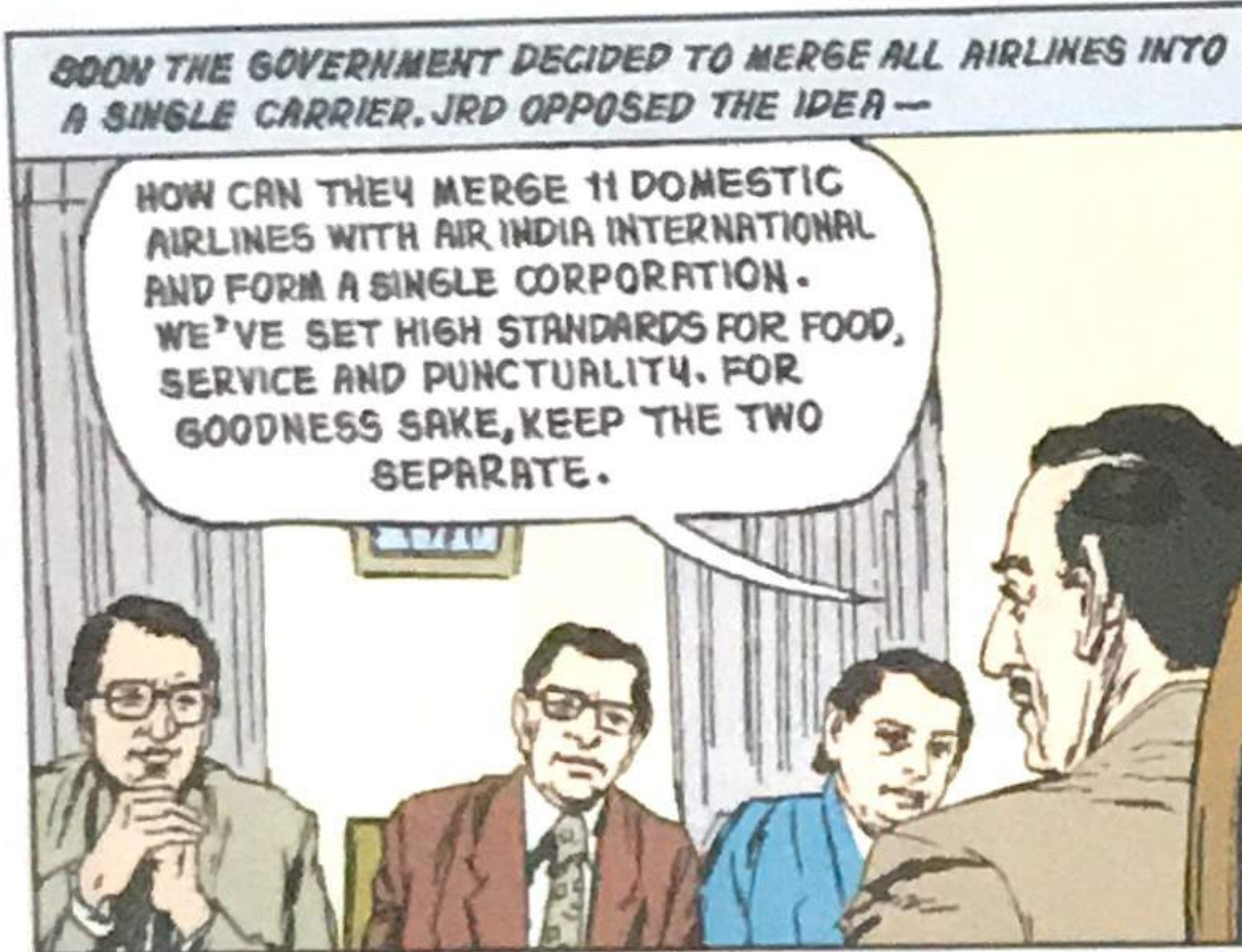
THOUGH NOT A FULL-TIME CHAIRMAN, JRD WAS FULLY INVOLVED WITH IT.

WHenever he travelled aboard Air India, JRD MADE COPIOUS NOTES TO SUGGEST IMPROVEMENTS IN SERVICE.

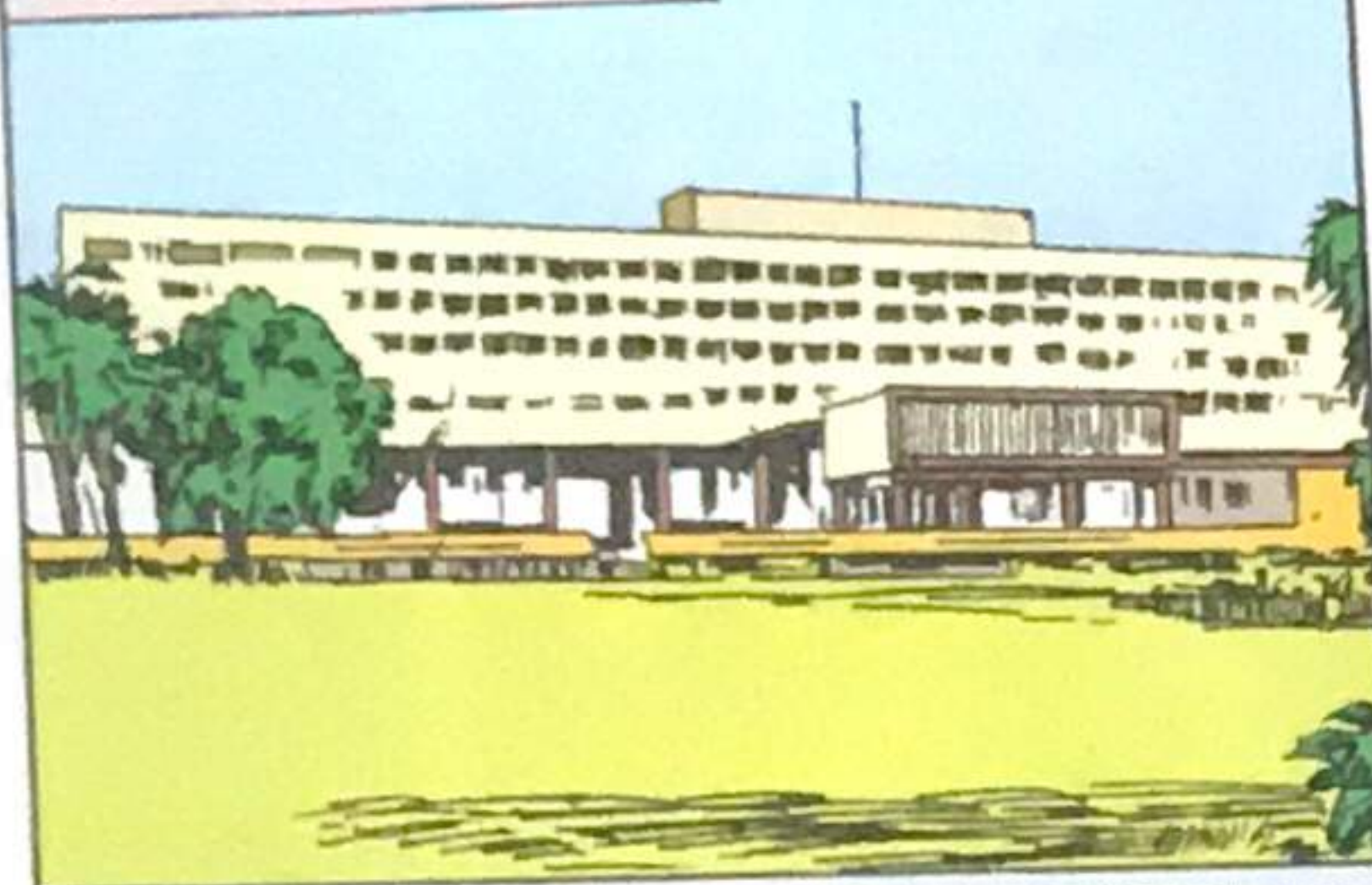


BY NOW THE DOMESTIC AIR SCENE WAS A MESS, BECAUSE SEVERAL OTHER COMPANIES HAD ENTERED THE FRAY.





JUST A FEW MONTHS BEFORE THE TRIP JRD HAD INITIATED SETTING UP OF THE TATA INSTITUTE OF FUNDAMENTAL RESEARCH.



THIS INSTITUTION WAS TO BECOME THE CRADLE OF INDIA'S ATOMIC PROGRAMMES.

1945 WAS ALSO THE YEAR THAT TATA LAUNCHED TELCO THE TATA LOCOMOTIVE AND ENGINEERING COMPANY.



WE MAKE 100 LOCOMOTIVES A YEAR WITH 98% INDIGENOUS PARTS.

BUT YOUR ONLY CUSTOMER IS THE RAILWAYS.

REALISING THE LIMITATION OF SUCH AN ARRANGEMENT, TATAS WENT INTO COLLABORATION WITH DAIMLER BENZ AND TATA TRUCKS BEGAN TO ROLL OUT OF TELCO.

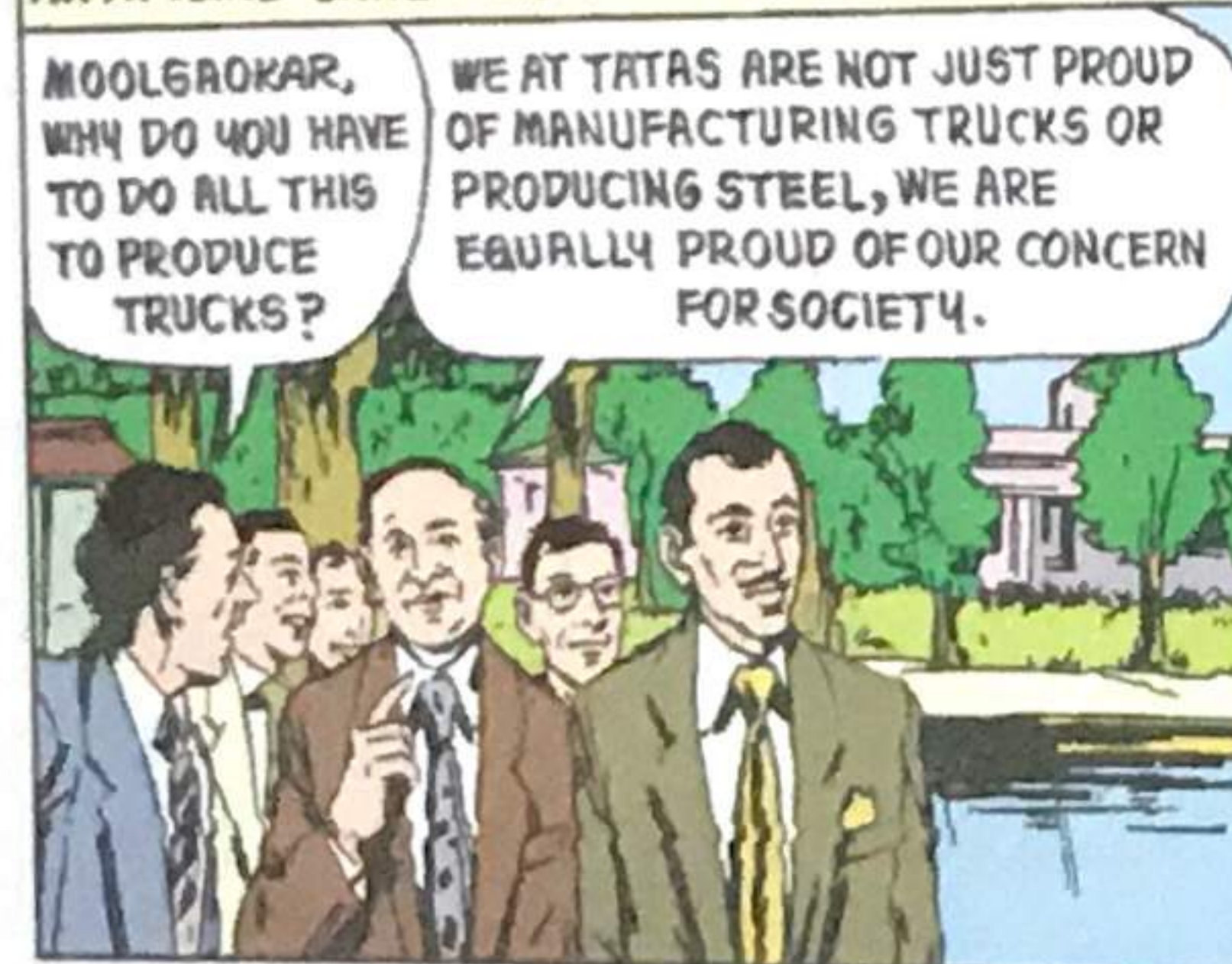


THE FIRST VEHICLE WAS MANUFACTURED FROM A COMPLETELY KNOCKED-DOWN-TO-PAK OF DAIMLER BENZ PARTS. TATAS THEN SET UP A FORGE, AND FOUNDRY SHOPS, TO MANUFACTURE ONE BY ONE THE PARTS INDIGENOUSLY.



TODAY SEVENTY PER CENT OF MEDIUM AND HEAVY COMMERCIAL VEHICLES ON INDIAN ROADS ARE MADE BY TELCO WHICH MANUFACTURES 99.8% OF THE PARTS.

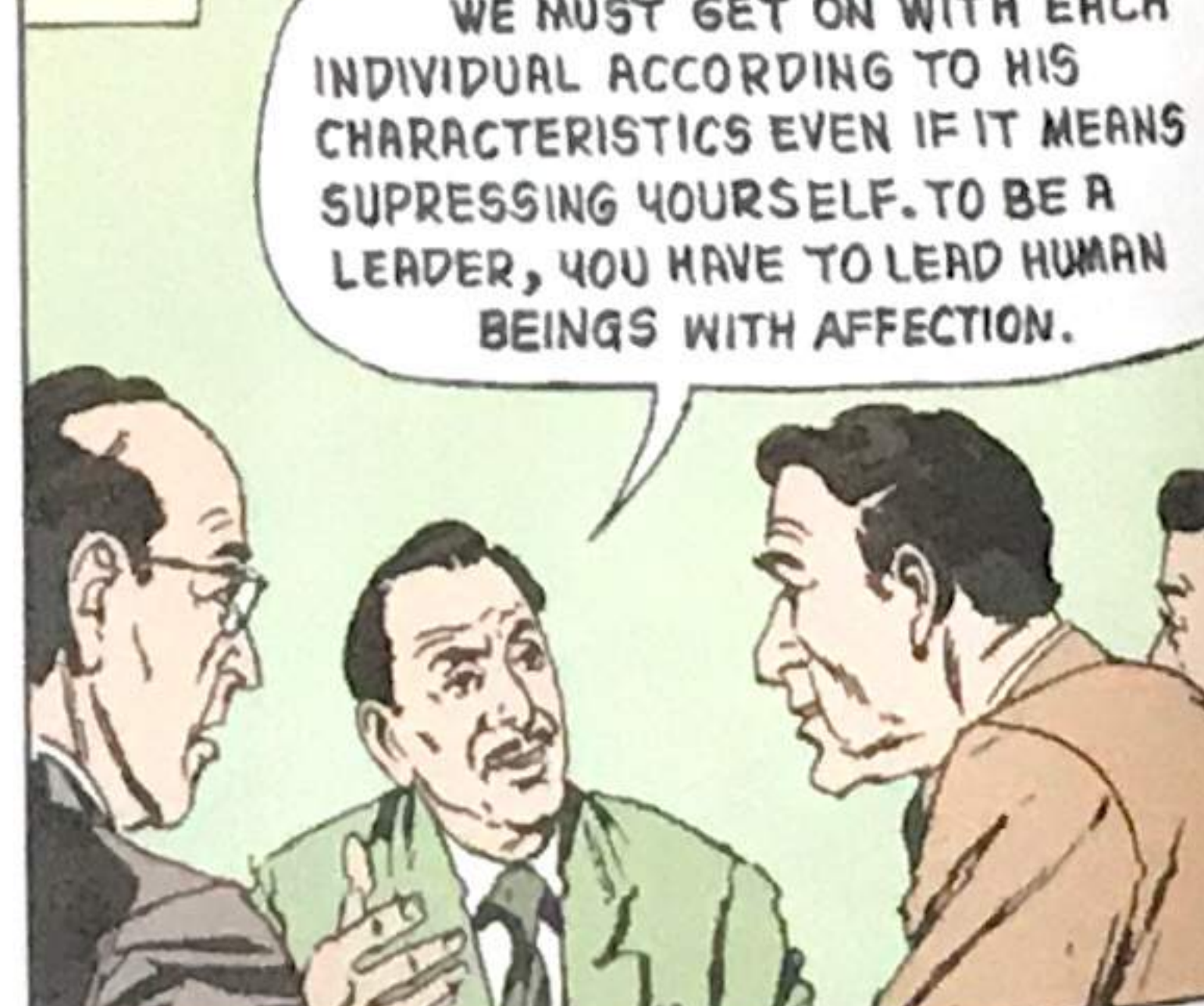
IN THE MID-60S A SECOND UNIT OF TELCO WAS SET UP AT PUNE. TO BEGIN WITH THOUSANDS OF TREES WERE PLANTED AT WORKS AND AN ARTIFICIAL LAKE WAS CREATED.



MOOLGAOKAR, WHY DO YOU HAVE TO DO ALL THIS TO PRODUCE TRUCKS?

WE AT TATAS ARE NOT JUST PROUD OF MANUFACTURING TRUCKS OR PRODUCING STEEL, WE ARE EQUALLY PROUD OF OUR CONCERN FOR SOCIETY.

BY GIVING HIS TOP DIRECTORS FREEDOM TO GROW AND NURTURE THEIR COMPANIES, JRD WAS ENCOURAGING THEM TO BUILD AN EDIFICE FOR INDIA.



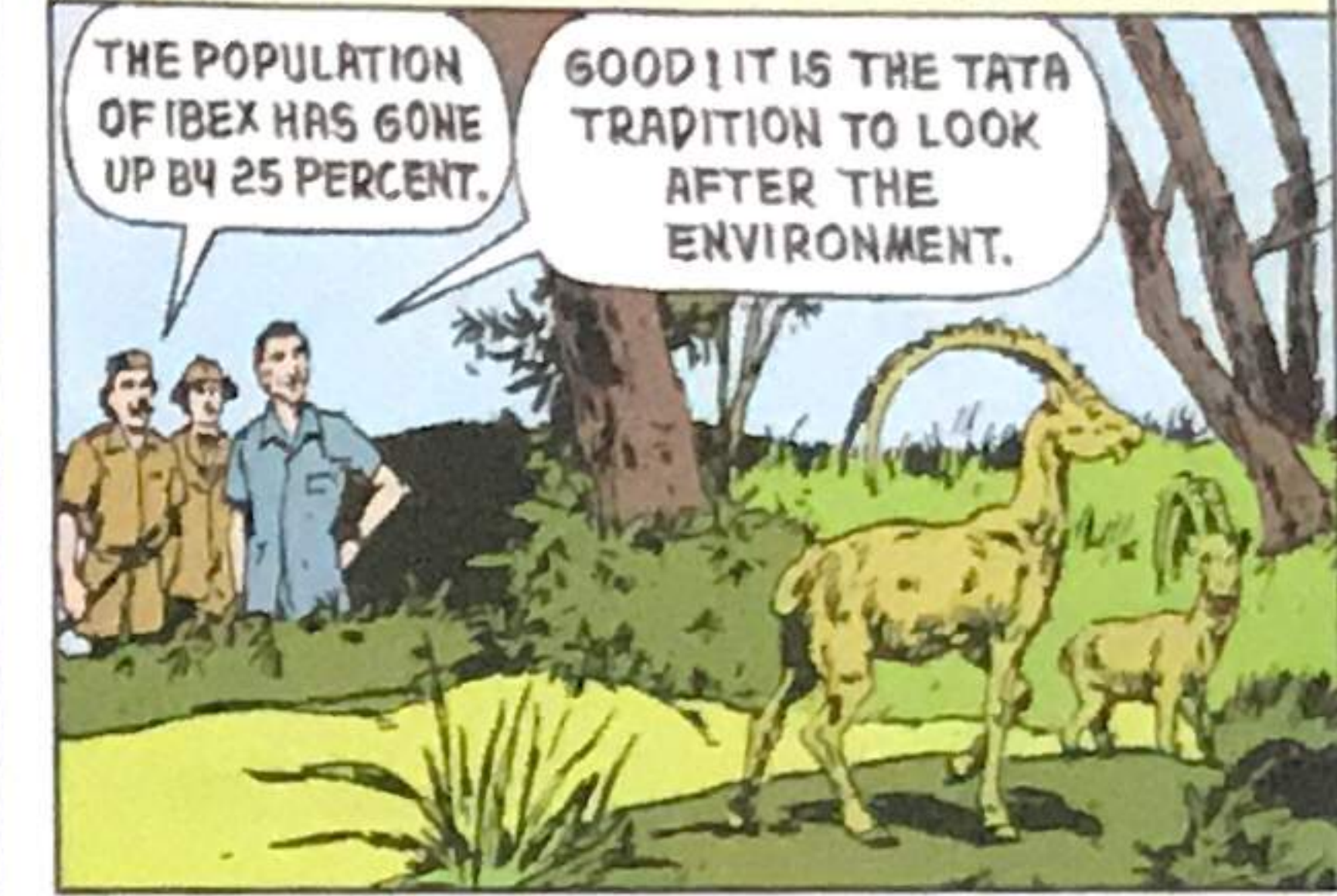
WE MUST GET ON WITH EACH INDIVIDUAL ACCORDING TO HIS CHARACTERISTICS EVEN IF IT MEANS SUPPRESSING YOURSELF. TO BE A LEADER, YOU HAVE TO LEAD HUMAN BEINGS WITH AFFECTION.

* NOW TATA MOTORS

WHAT DO TRUCKS AND TEA HAVE IN COMMON? TATA! THE LARGEST TEA COMPANY IN THE WORLD IS TATA TEA WITH 51 ESTATES AND 57,000 WORKERS.



AT CHUNDAVURRAI, IN MUNNAR DISTRICT OF KERALA, IS THE LARGEST TEA FACTORY. IN THE ERNAKULAM NATIONAL PARK, THE RARE SPECIES OF IBEX-NILGIRIS, ARE ZEALOUSLY GUARDED BY TATA EMPLOYEES.



THE POPULATION OF IBEX HAS GONE UP BY 25 PERCENT.

GOOD! IT IS THE TATA TRADITION TO LOOK AFTER THE ENVIRONMENT.

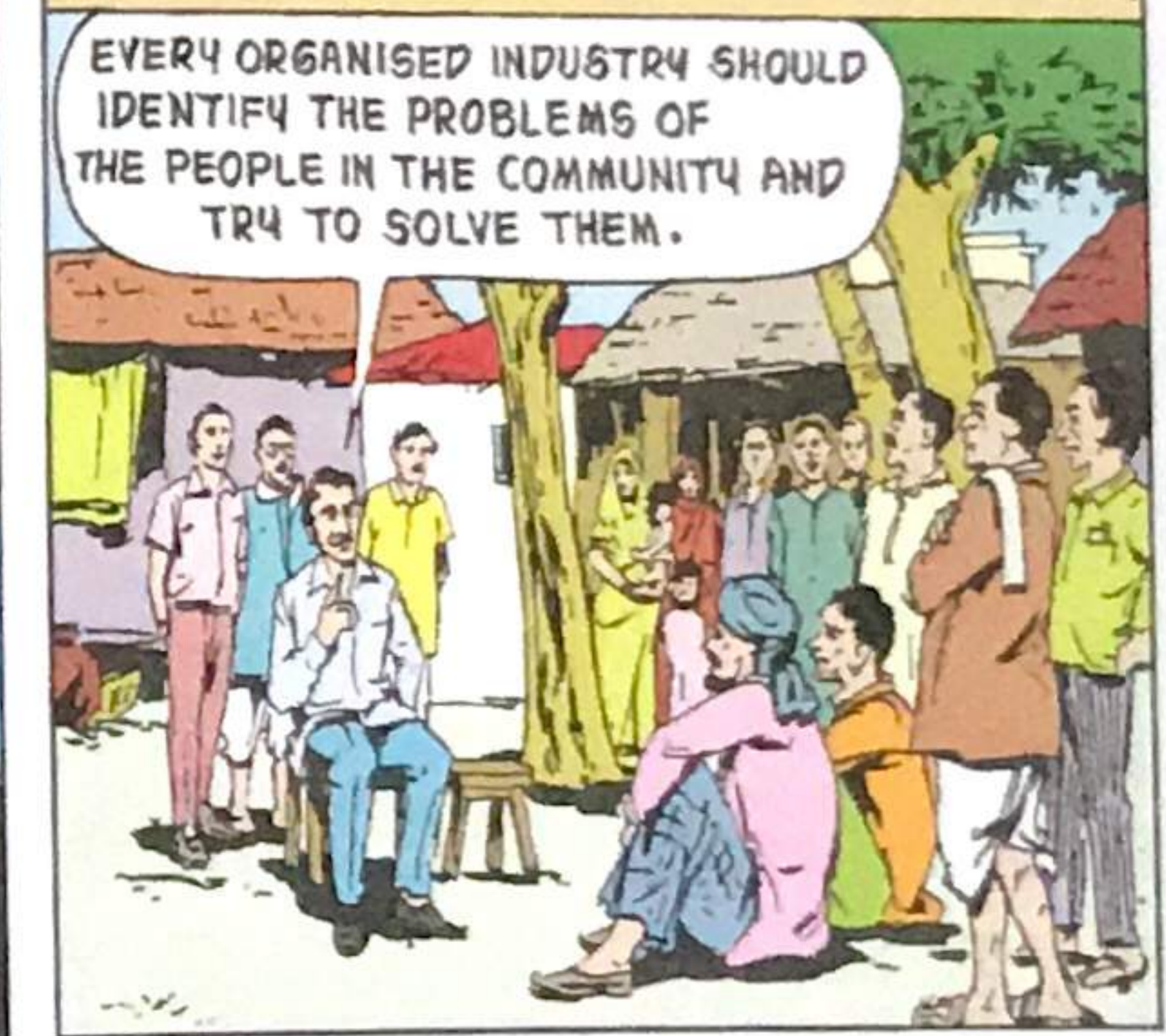
IT WAS ALSO THE TATA TRADITION TO LOOK BEYOND BUSINESS TO HUMAN WELFARE.

WHY DO WE NEED A SPECIAL DEPARTMENT TO LOOK AFTER OUR EMPLOYEES' WELFARE?



THINK OF IT LIKE THIS. IF WE HAD 30,000 MACHINES WOULDN'T WE HAVE SPECIAL STAFF TO LOOK AFTER THEM? YES, WE DO NEED A PERSONNEL DEPARTMENT AT TATA'S.

HIS CONCERN WAS NOT RESTRICTED TO TATA EMPLOYEES.



EVERY ORGANISED INDUSTRY SHOULD IDENTIFY THE PROBLEMS OF THE PEOPLE IN THE COMMUNITY AND TRY TO SOLVE THEM.

WHENEVER THERE IS A NATIONAL DISASTER TATAS ARE AT HAND WITH HELP. WHEN CHOTANAGPUR (BIHAR) WAS STRUCK BY A SMALLPOX EPIDEMIC IN 1974 —

WITHIN 72 HOURS WE NEED TO HAVE 50 DOCTORS, 200 PARA MEDICAL STAFF AND 900 VACCINATORS.



TOGETHER WITH THE WORLD HEALTH ORGANISATION, TATA TEAMS WORKED ROUND THE CLOCK.

WHO HAS NOW DECLARED THE AREA UNDER CONTROL. BUT THEY WANT TO TACKLE SMALLPOX IN THE ENTIRE DIVISION. IT WILL COST 43 LAKHS MORE.

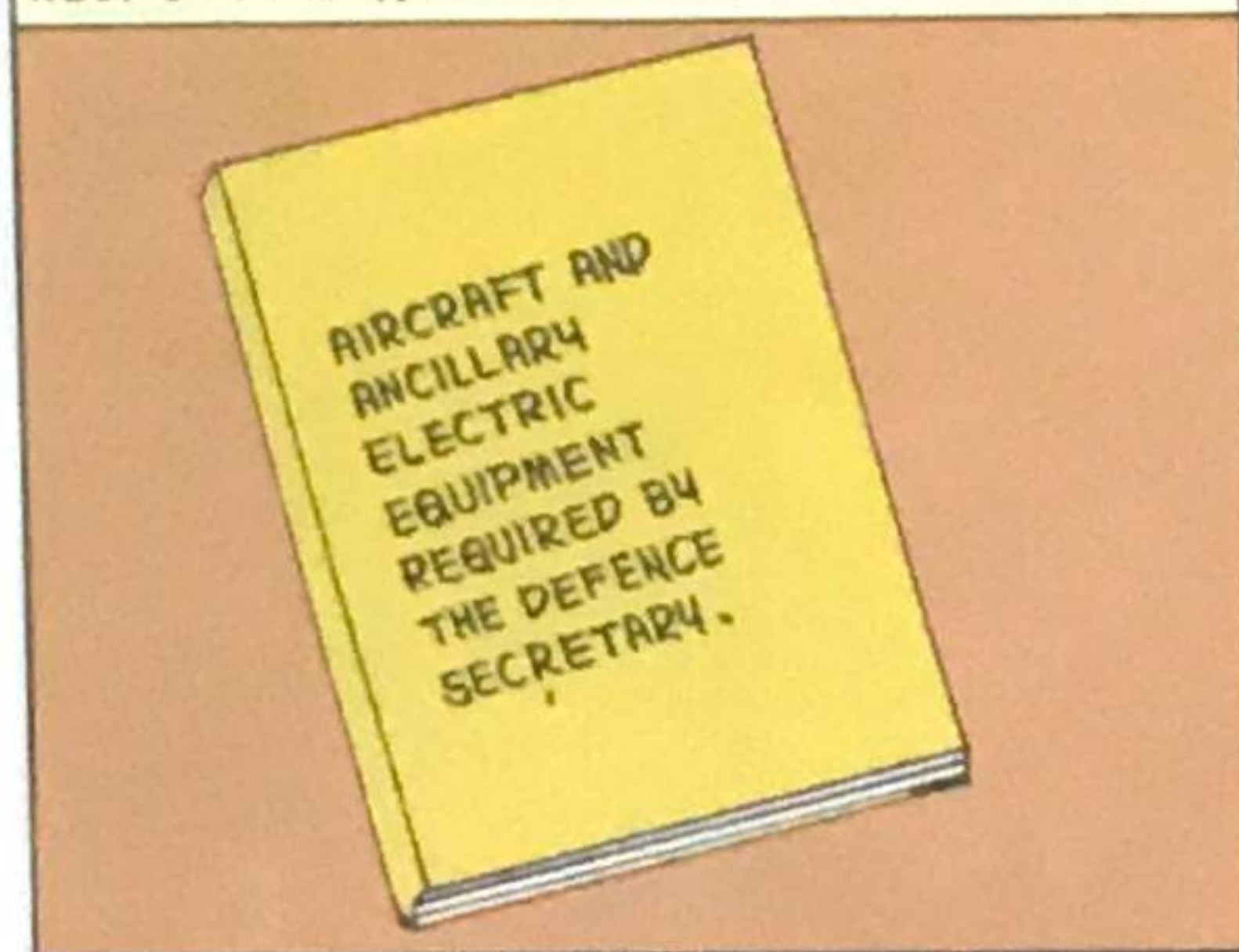


WE WILL SANCTION IT.

IN JUNE '75 INDIA WAS DECLARED AN AREA FROM WHICH SMALL POX WAS ERADICATED.



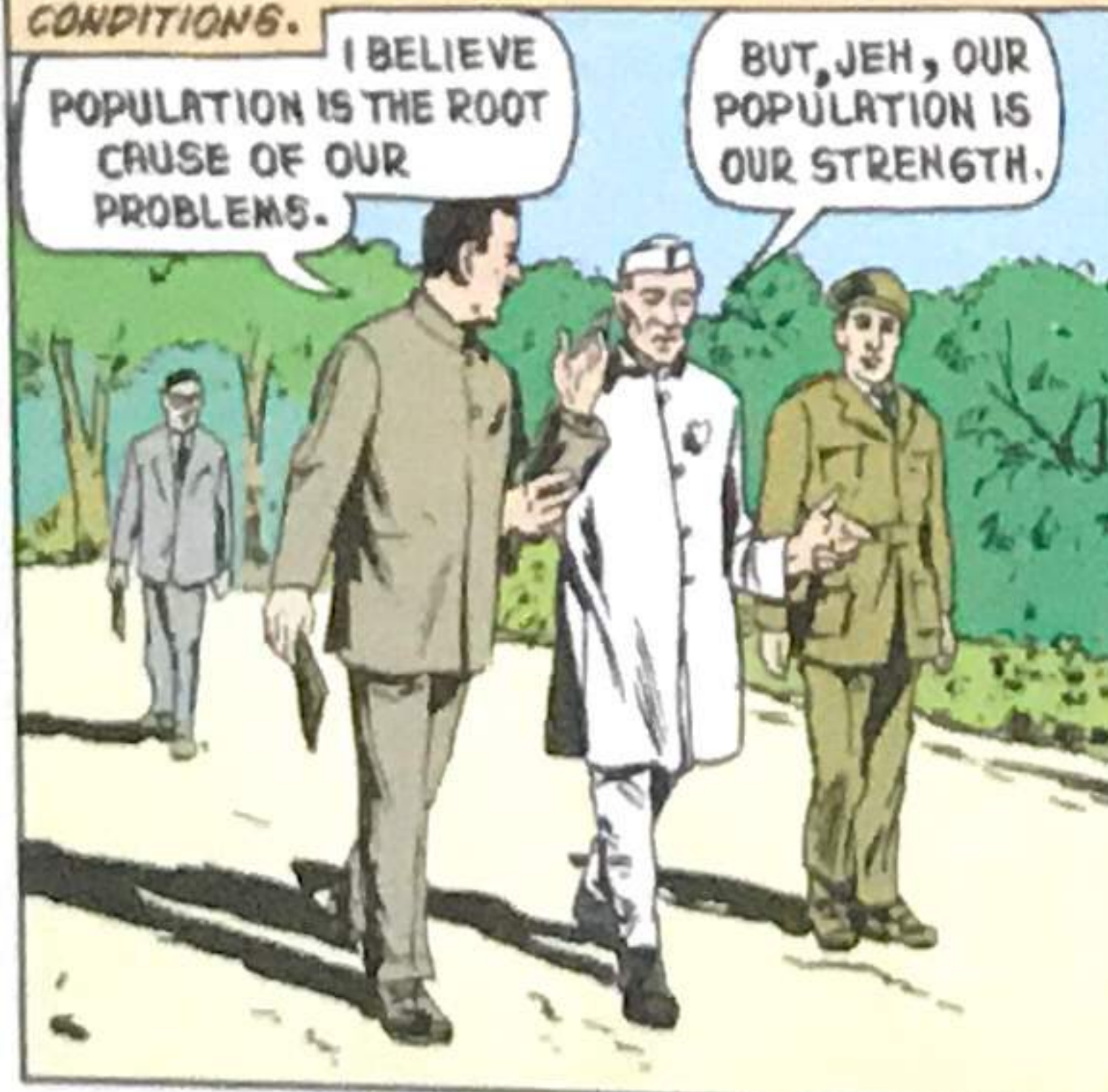
JRD'S EXPERTISE IN AVIATION WAS SOUGHT BY THE GOVERNMENT FOR A REPORT ON INDIA'S AVIATION NEEDS AFTER THE CHINESE INVASION OF 1962.



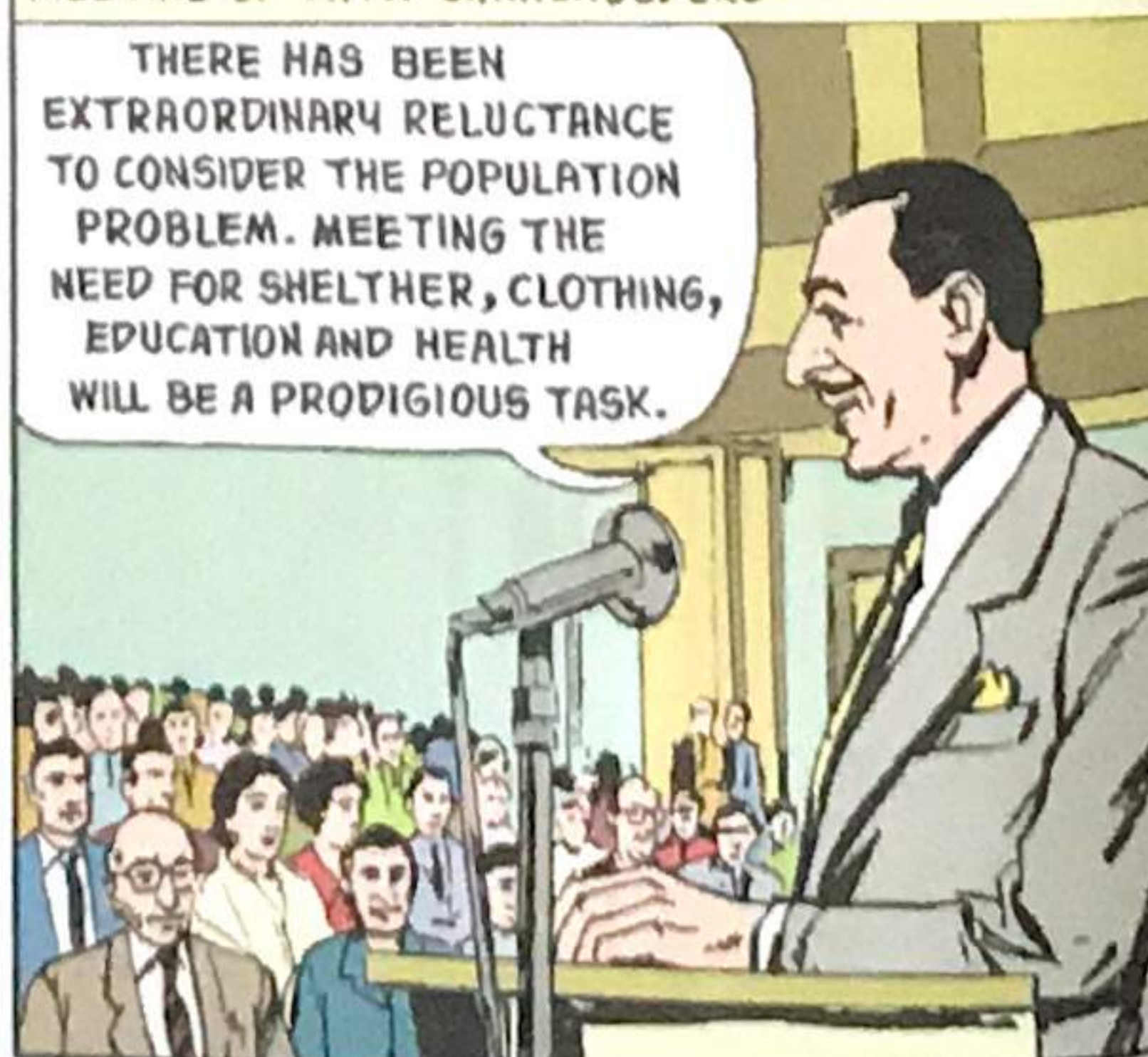
IN 1966 JRD WAS CONFERRED THE HONORARY RANK OF AIR COMMODORE.



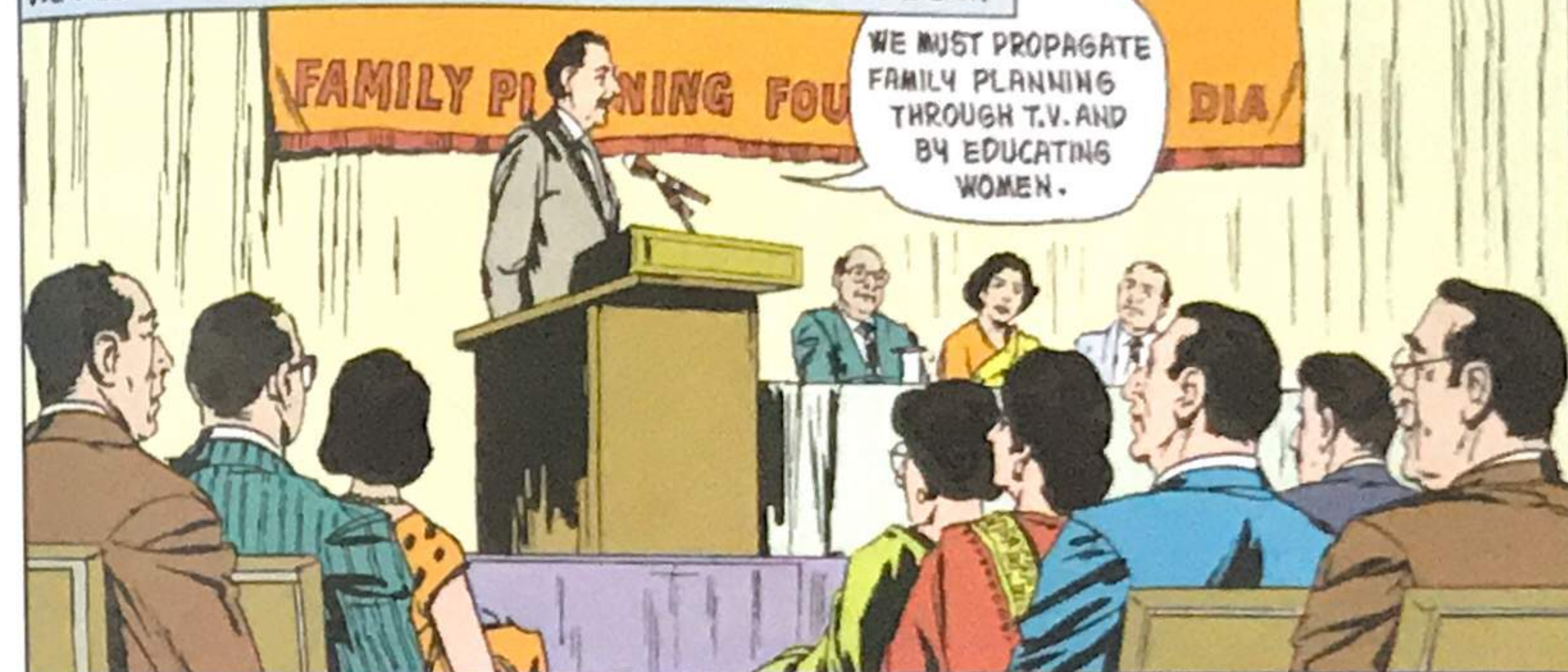
WHILE HE FLEW HIGH, JRD'S FEET WERE FIRMLY PLANTED IN THE REALITY OF THE COUNTRY'S CONDITIONS.



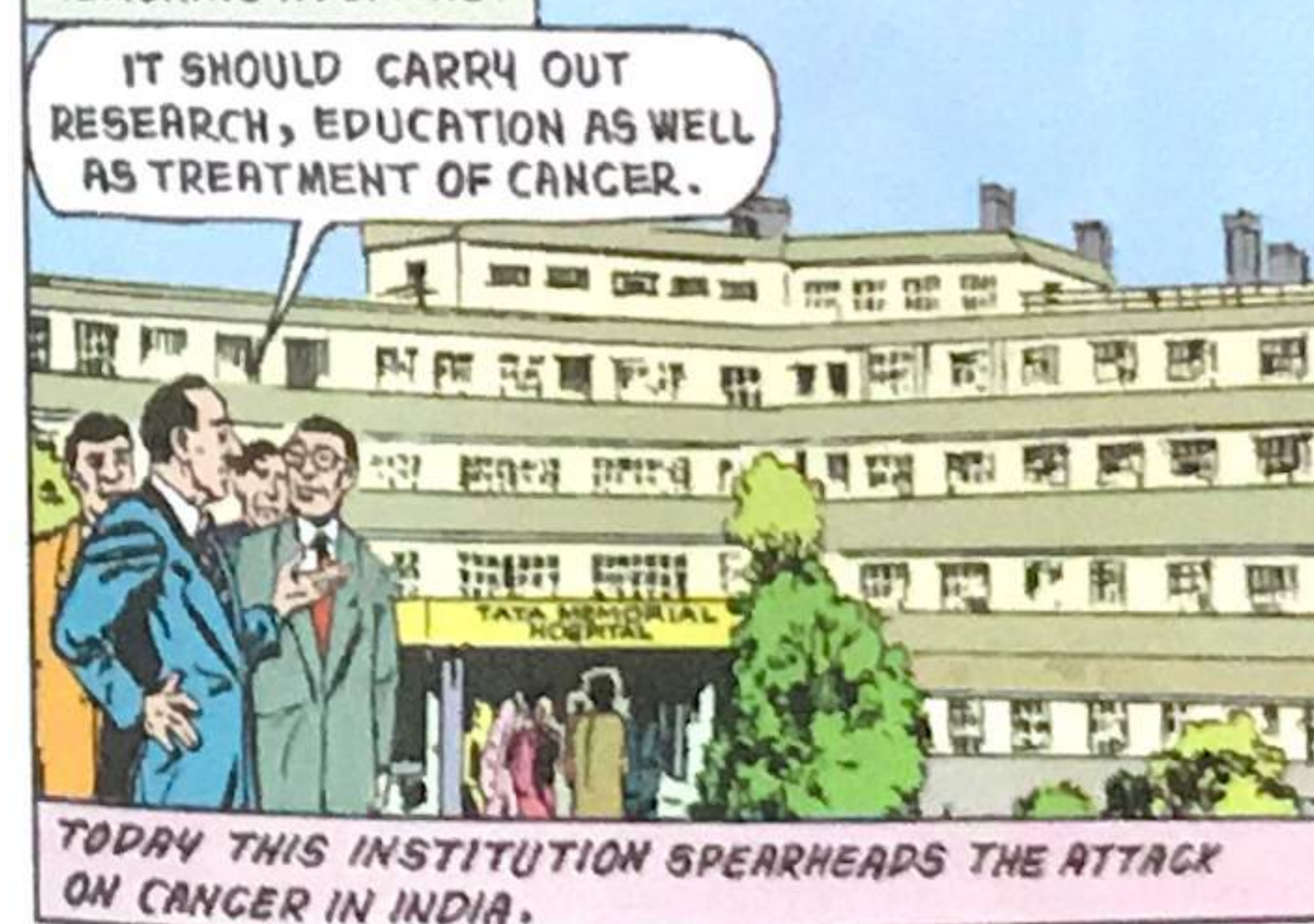
UNDETERRED, JRD BEGAN PROPAGATING THE MESSAGE ON HIS OWN, FROM EVERY PLATFORM. AT A MEETING OF TATA SHAREHOLDERS —



HE HELPED SET UP THE FAMILY PLANNING FOUNDATION OF INDIA.



JRD PLAYED AN ACTIVE ROLE IN ESTABLISHING THE TATA MEMORIAL HOSPITAL.



IN THE FIFTY YEARS THAT JRD WAS AT THE HELM, THE HOUSE OF TATA GREW INTO A MAMMOTH INDUSTRIAL EMPIRE. JRD USED TO SPEND VERY LONG HOURS AT THE OFFICE.

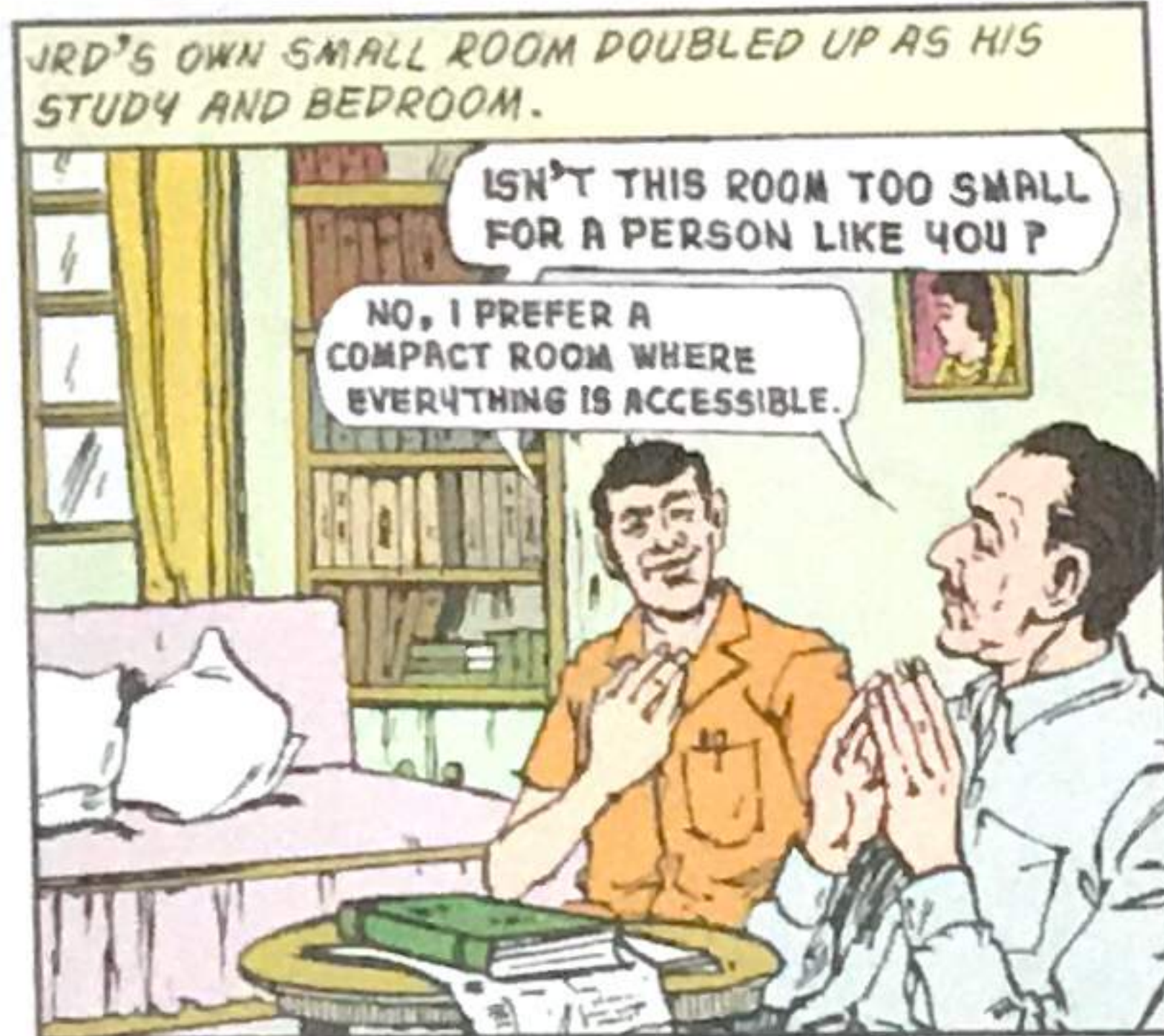


BUT THE HEAD OF THIS EMPIRE CHOSE TO LIVE IN A RENTED HOME.



ONCE THE HOUSE WAS FULL OF LIFE, AFTER HIS WIFE THELMA HAD A STROKE, THE ENTERTAINING CEASED.





HE WAS EXECUTING AN ORDER FROM A 14 YEAR-OLD SON OF AN AMERICAN FRIEND. WHEN IT WAS DONE —

JRD HOME WORKSHOP INC. WE HAVE TODAY DESPATCHED THE NOSE WHEEL ORDERED BY YOU FROM THE UNDERSIGNED FOR YOUR AIR INDIA SUPER CONSTELLATION MODEL AIRLINE. IF THE NOSE WHEEL DOES NOT FIT PROPERLY WE SUGGEST TWO ALTERNATIVES—EITHER YOU THROW AWAY BOTH THE PLANE AND THE NOSE WHEEL OR SEND BOTH BACK TO US. DELIVERY IN 24 MONTHS.

FAITHFULLY YOURS,
(JRD TATA)
PRESIDENT

THE BOY WROTE BACK —



APPRECIATION CAME IN OTHER FORMS ALSO TO JRD.

PADMA VIBHUSHAN — 1955



HONORARY AIR VICE MARSHAL — 1974



BHARAT RATNA — 1992



AND FROM ABROAD —



TONY JANNUS AWARD, 1979

BESSEMER MEDAL OF THE INSTITUTE OF METALS, LONDON, 1986

COMMANDER OF THE FRENCH LEGION OF HONOUR, 1983



DANIEL GUGGENHEM MEDAL AWARD, 1988

UN POPULATION AWARD, 1992



IT WAS ON 15TH OCTOBER 1982 THAT JRD PLANNED THE SECOND COMMEMORATIVE FLIGHT, DURING THE FIFTIETH YEAR.



2000 EMPLOYEES OF TATA COMPANIES GAVE HIM A ROUSING RECEPTION TO CELEBRATE JRD RECEIVING THE BHARAT RATNA.



I'M GRATEFUL FOR THE LOVE AND AFFECTION. THE ONE THING THAT HAS MADE LIFE WORTHWHILE IS THE FEELING OF BEING ESTEEMED.

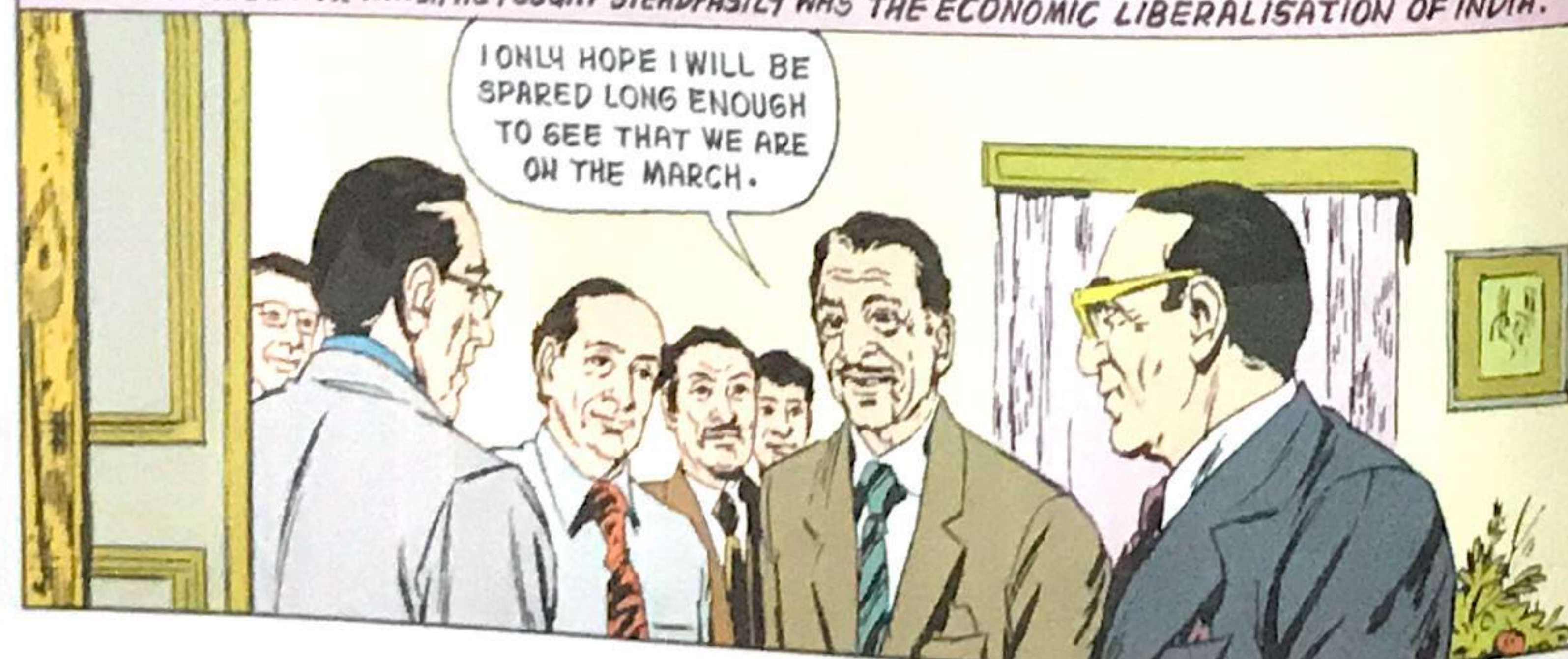
ADVANCING YEARS DID NOT DAMPEN HIS ZEST FOR ADVENTURE.



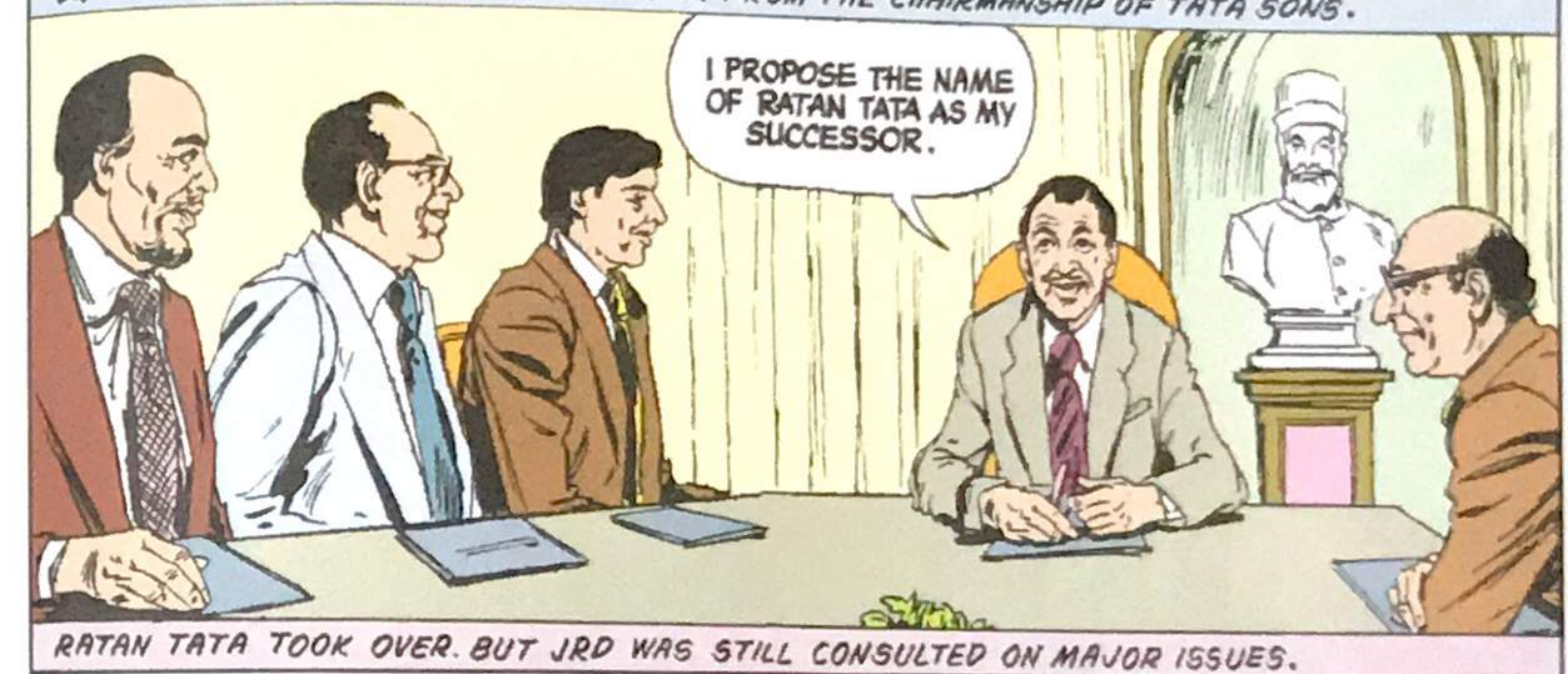
AT HEART HE WAS ALWAYS YOUNG. HE LOOKED FORWARD EAGERLY TO THE 21ST CENTURY AT THE AGE OF 87.



ANOTHER CAUSE FOR WHICH HE FOUGHT STEADFASTLY WAS THE ECONOMIC LIBERALISATION OF INDIA.



ON MARCH 28, 1991, JRD STEPPED DOWN FROM THE CHAIRMANSHIP OF TATA SONS.

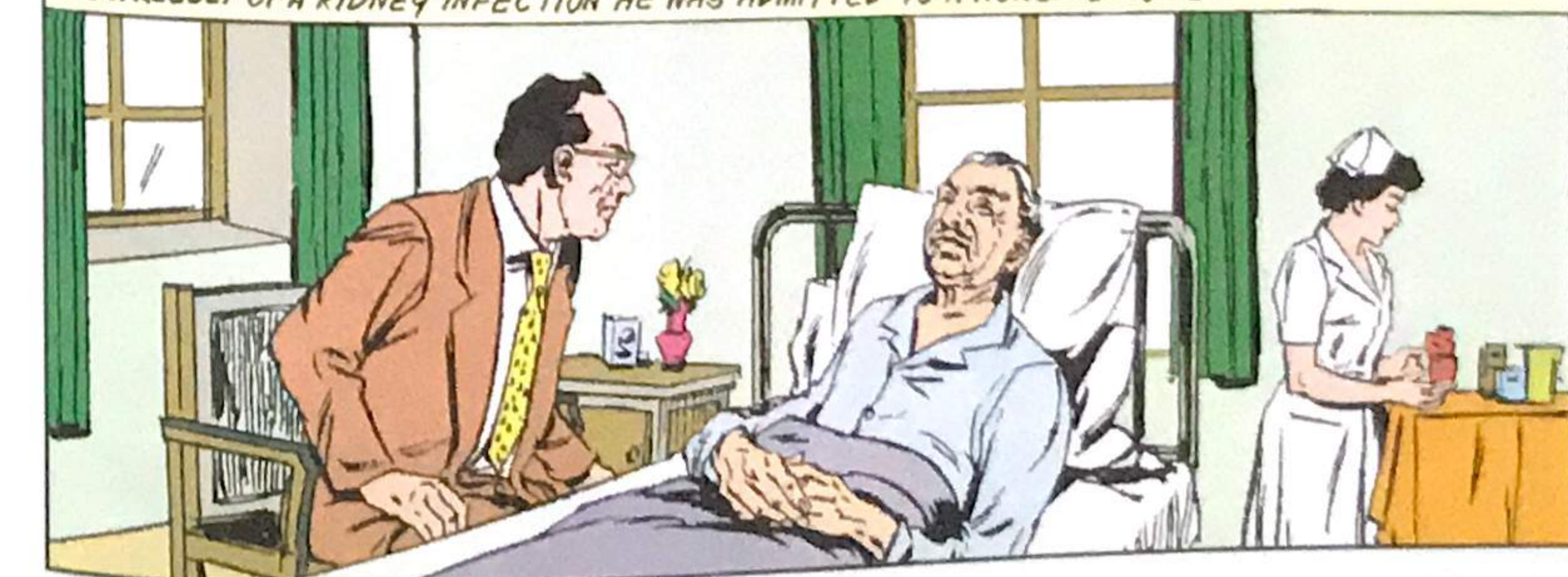


RATAN TATA TOOK OVER. BUT JRD WAS STILL CONSULTED ON MAJOR ISSUES.

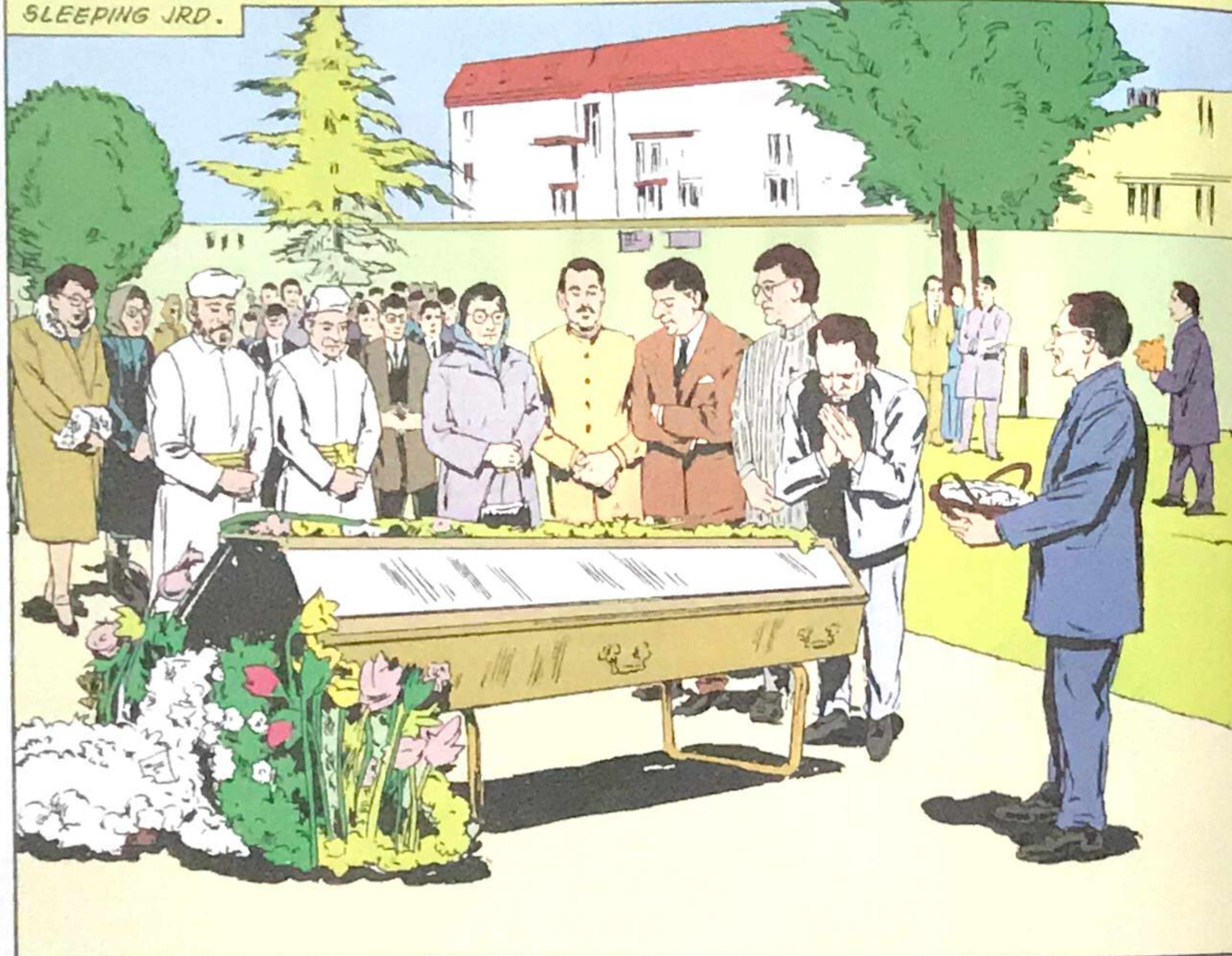
IN NOVEMBER 1993 JRD WAS AT SWITZERLAND FOR HIS USUAL ANNUAL HOLIDAY.



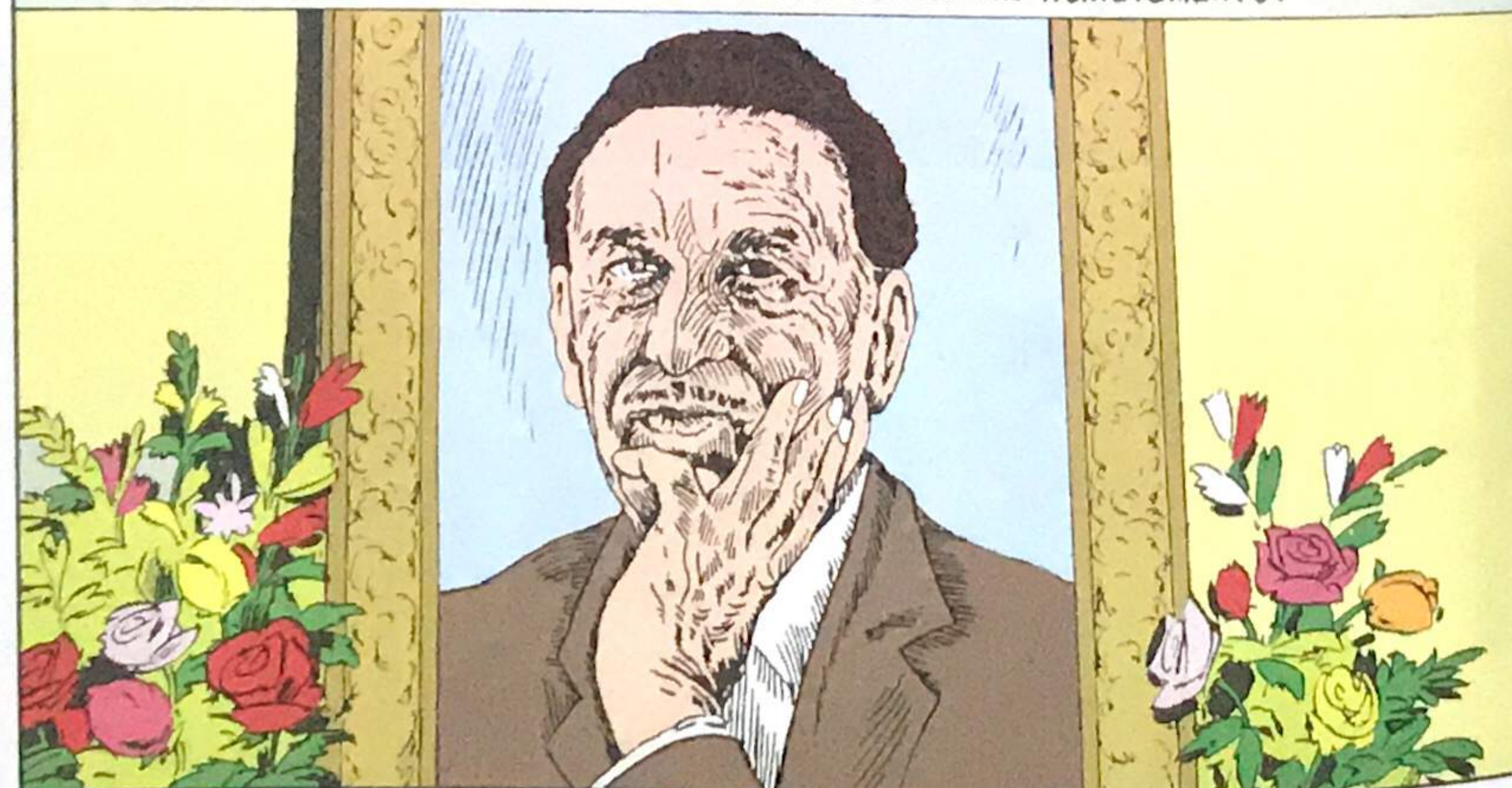
AS A RESULT OF A KIDNEY INFECTION HE WAS ADMITTED TO A NURSING HOME.



IN THE SILENCE OF THE WINTRY DAWN OF NOVEMBER 29, 1993, DEATH STOLE STEALTHILY ON A SLEEPING JRD.



THE QUIET CONQUEROR IS NO MORE BUT HE WILL CONTINUE TO INSPIRE GENERATIONS TO COME WITH HIS SIMPLE LIFE AND SPECTACULAR ACHIEVEMENTS.



WHICH OF THE ACKs HAVE YOU STILL NOT READ?

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Chandrasekhar
Dasharatha
Dhruva And Ashtavakra
Draupadi
Drona
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Gandhari
Ganesha
Ganesha And The Moon
Ganga
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Ghatotkacha
Hanuman
Hanuman To The Rescue
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Krishna And The False
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Tales Of Yudhishtira
Tapati
Thanjavur
The Churning Of The
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The Gita
The Golden Mongoose
The King In
A Parrot's Body
The Lord Of Lanka
The Pandava Princes
The Pandavas In Hiding
The Parijata Tree
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Yashodharma
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Banda Bahadur
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Aurangzeb
Durgadas
Ellora Caves
Hakka And Bukka
Hari Singh Nalwa
Harsha
Hemu
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Kochunni
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Kurwar Singh
Lachit Barphukan
Lalitaditya
Mangal Pande
Noor Jahan
Padmini
Panna And Hadi Rani
Paurava And Alexander
Prithviraj Chauhan
Raja Bhoja
Raja Raja Chola
Rana Kumbha
Rana Pratap
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